



Talent Development

Capitalizing on the Full Potential of Personnel to Drive Organizational Excellence

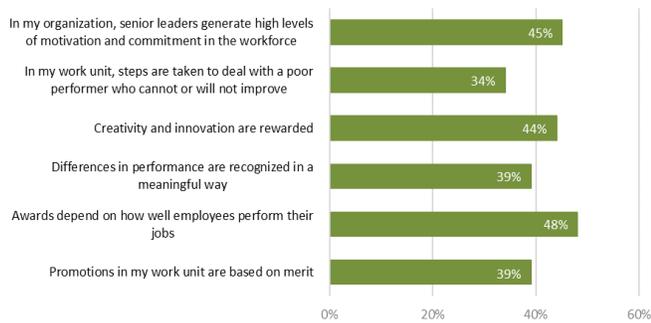
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The Purpose

Federal organizations face significant challenges in today's competitive job market; the recruitment and retainment of employees has become progressively harder with the increase in availability of private sector jobs that often offer higher compensation and established opportunities for career mobility. These difficulties are compounded by agencies' outmoded approaches to performance management, which undermine employee engagement, leading to decreased job satisfaction and increased attrition rates.

In the 2019 Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS), employee dissatisfaction with federal performance management efforts are some of the lowest levels of agreement:



The loss of high-performing personnel not only impacts current organizational performance, it also degrades knowledge continuity and the ability to identify and cultivate potential leaders from within the agency. In the 2018 Federal Priorities Report, the OPM identified six priorities designed to support the Administration's initiatives to reshape the workforce and maximize employee performance and prompt productivity and organizational success, which should be taken into consideration when developing an organization's Talent Management strategy.

- **Priority 1:** Succession Planning and Knowledge Transfer
- **Priority 2:** Deploying Communication Tools
- **Priority 3:** Securing Technological Solutions for Human Capital Analysis
- **Priority 4:** Expanding Employee Development Opportunities
- **Priority 5:** Bolstering Employee Recognition Programs
- **Priority 6:** Enhancing Productivity through a Focus on Employee Health

It is critical for organizations to develop and implement comprehensive Talent Management strategies designed to meet evolving mission goals and optimize employee performance through unified people management practices. They should take steps to preserve institutional knowledge, keep organizations nimble enough to respond to evolving demands, and base workforce decisions on sound evidence.

For a Talent Management program to be effective, it must be supported by a system that enables agencies' strategic management of their workforce within their existing authorities and flexibilities and facilitates Human Capital Analysis. While agencies may struggle to offer competitive pay in certain labor markets, they can leverage existing incentives that appeal to workers and provide opportunities for growth to increase employee job satisfaction, retention and performance. Studies consistently show that a major motivator for taking and staying at a job is the opportunity for employees to continue to grow and develop their professional and personal skills. By implementing a comprehensive Talent Management program, organizations can capitalize on the full potential of their personnel through developing and retaining a superior workforce that can adapt to new challenges.

The Strategy

Talent Management is the full scope of integrated HR processes through which agencies attract, develop, motivate and retain high-performing employees. For federal agencies, this end-to-end lifecycle is defined by the Federal Human Capital Business Reference Model (HCBRM), which provides a clear, transparent and common functional structure for federal Human Capital Management. It helps streamline government-wide HR operations; standardize HR service delivery, including information technology; simplify HR acquisitions; and drive budget transparency. The HCBRM supports the development of the strategy, functional structure, definition, regulatory alignment and ownership of federal Talent Management programs to achieve government-wide common user experience.

To ensure successful implementation of a Talent Management program, agencies must develop a sound Talent Management strategy. A Talent Management Strategy is a plan of action to optimize employee performance in the broadest sense by providing personnel with the resources they need to do their jobs well. A good Talent Management strategy puts processes in place that provide personnel with access to the right resources at the right time. Key elements of a Talent Management strategy may include:

- Identifying and sourcing qualified candidates
- Optimizing employees' time to productivity
- Early identification of skills gaps and available job resources
- Training personnel to develop required skills
- Activities to increase employee engagement
- Improving long-term productivity through personnel retention

While it is critical to define and implement a sound Talent Management strategy, successfully executing the program without a Talent Management system is virtually impossible. A Talent Management system enables organizations to optimize individuals' potential through the development of an employee-centric solution that automates the entire process, making it easier to track and manage the workforce, perform succession planning, and identify opportunities for personnel development and advancement within the organization. It provides an integrated solution covering the full scope of Talent Management, including recruitment and employee onboarding,

performance management, learning and development, compensation management and succession planning.

Without a unified software platform, HR processes and information commonly become siloed, making it difficult to access and analyze data that is critical to workforce planning and hampering employees' ability to fully understand their opportunities for growth and career mobility. Through the employment of a technological Talent Management system, organizations ensure integration and visibility of HR data, driving increased efficiency and accuracy, and providing a comprehensive understanding of the workforce to support informed recruitment, development and retention of personnel. It also facilitates the collection and analysis of information and insight on talent, including demographic, mobility/activity, and behavioral data associated with the workforce, to support decisions and activities designed to increase employee engagement and productivity.

Agencies must also understand and plan for the organizational change that will be required to ensure the successful adoption

According to the 2019 FEVS, performance feedback and employee development directly influence overall employee engagement, with only 57% of respondents indicating that their training needs are assessed and only 67% feeling that they are given a real opportunity to improve their skills in their organization.

of the new program. Employees must recognize the personal benefits they will realize through the implementation of a comprehensive Talent Management program, as well as learn to successfully navigate a new Talent Management system to maximize the organization's investment. By employing a comprehensive Change Management plan incorporating targeted communications, training and ongoing user support, agencies can be assured of a smooth transition that promotes employee satisfaction.

The Plan

Creating a Talent Management strategy begins with **identification of the organization's goals** to enable HR to prioritize their focus areas and understand the skills required in new employees and those that need to be developed in the existing population. These priorities must then be translated into a Talent Management program through the **creation of tangible HR practices**, like individual development plans, leadership training programs and performance reviews. Finally, the organization must **define the processes** that will be used to implement these practices and **select the Talent Management system** they will use to support the execution of the strategy and measure progress.

Identification of Organizational Goals

An agency's Talent Management strategy must be designed to support both current and future mission goals, taking into consideration the skills and competencies of its current workforce, recognizing the professional and personal drivers of workers, assessing skill gaps that impact operations, and understanding the resources required to support the development and/or acquisition of employees possessing the requisite expertise. Factors that guide the development of a Talent Management strategy include:

- **Goal setting and organizational alignment** - Defining human capital objectives to support mission goals, including required competencies, steps to identify/develop needed skills and the time frame for acquisition
- **Integrating talent management processes** – Creating a holistic talent management lifecycle that streamlines the process and makes it easier to hire, develop, engage and retain high-performing personnel
- **Promoting employee engagement** – Focusing performance management on employee productivity and performance that enhances organizational growth and supports mission goals
- **Workplace culture, telework, and training programs** – Designing programs and offerings that are agile and readily accessible to enable the agency to remain competitive as the job market evolves
- **Measuring program success through analytics** – Understanding the health of your talent pipeline and forecasting future agency needs based on emerging patterns and overarching organizational objectives

For example, the CIO Council's "Future of the Federal IT Workforce Update" (May 2020) notes that "Reskilling and retention efforts are clearly linked together in the development of a highly qualified IT workforce. The majority of Government

By 2022, at least 54% of workers across the world will need significant reskilling in order to keep up with the pace of technological innovation.

- World Economic Forum. Future of Jobs Report 2018

and industry leaders interviewed for this update identified career mobility as a primary driver for the future of the Federal IT workforce." Other considerations regarding reskilling and retaining included:

- Performance evaluation and management
- Workplace culture, telework and training programs
- Modern skills frameworks and career tools

Leveraging this kind of insight into the mindset of the Future Federal IT workforce, organizations can devise Talent Management strategies that empower personnel to remain in Government positions long enough to develop their skills and enact meaningful technological advances. A comprehensive Talent Management strategy can also be used by both HR and agency leadership to understand organizational needs and quickly adapt to evolving mission requirements.

Translating Goals into Practices

Once the essential elements of the Talent Management strategy have been identified, they must then be translated into practices that will comprise the Talent Management program. Existing HR processes should be evaluated for alignment with the Talent Management strategy and refined as needed to support program requirements. In cases where there is no existing procedure, new processes must be defined and employed to fill those gaps. Common Talent Management program practice areas include:

- Workforce Planning
- Organizational Alignment
- Employer Branding
- Candidate Experience
- Onboarding
- Engagement
- Retention and Succession Planning
- Learning & Development
- Performance Management
- HR Analytics

While the Talent Management strategy must account for the needs of the entire organization, the resultant processes and practices that constitute the Talent Management program must

be prioritized to support areas of highest-risk. For example, if a large percentage of management is quickly approaching retirement age, HR may choose to focus their immediate efforts on succession planning and leadership development in anticipation of that eventuality.

Defining the Processes

A comprehensive Organizational Change Management Plan, incorporating all aspects of the project, relevant stakeholders, and timeline of activities, must be devised to ensure successful adoption of the new program, including:

- Development of the Talent Management strategy and program
- Selection, configuration, and deployment of the Talent Management system
- Communications Plan and stakeholder messaging
- End-user training and support
- Sustainment and measurement of the program
- Planned program reviews/revisions

Any change requires a shift in our ways of thinking, being, and doing and is often approached as a challenge that can be overcome through sound Project Management practices and training. This approach is rarely successful; however, because it does not consider the people side of change. To achieve desired outcomes, the implementation of Talent Management programs must also incorporate a comprehensive Change Management strategy. Project Management focuses on the ‘technical’ aspects of program, while Change Management focuses on the ‘people side’ of organizational change, involving the perspectives of both the individual and the organization in the development of program goals and benchmarks.

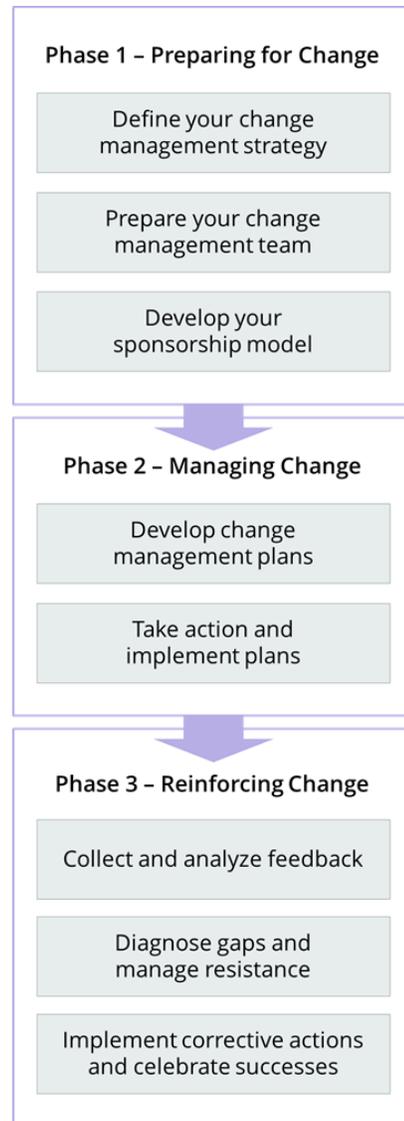
At an organizational level, Change Management is a leadership competency that enables change within the organization and fosters the development of personnel capabilities and effectiveness. On a project level, Change Management is the application of a structured process and tools to lead the people side of change and achieve desired program outcomes. Understanding and effective application of these principles increases the probability of project success, enables proactive management of employee resistance to change, helps capture people-dependent Return on Investment and builds change competency into the organization to support future efforts.

The 3-Phase Change Management Process depicted below illustrates a phased approach to planning and managing Organizational Change.

Each step incorporates structured processes and tools designed to integrate individual and organizational change management, delivering a holistic solution that increases the likelihood of success. In the development and implementation of a Talent Management program, these phases often include the following: Organizational Assessment and Gap Analysis, Workforce Training (for both Senior Leadership and Professional Staff), Coaching and Mentoring, Program Evaluations, Communications Planning, Community Engagement and Stakeholder Relations, and Policy and/or Standard Operating Procedure updates.

By embedding the principles of Change Management into a Talent Management program, organizations benefit through the definition of a structured management process that is research-based, holistic, easily applied, and scalable to meet their evolving needs. A structured plan for Organizational Change Management that includes a roadmap outlining the actions and resources required to achieve Talent Management goals helps to align agency culture with program objectives. By defining and communicating the overall plan for transition, program priorities and milestones, and the parties accountable for each activity, HR and leadership are able to assure personnel of the agency’s commitment to change and the value that the new program will provide to the staff and the organization overall, driving employee buy-in and accelerating adoption.

3-Phase Change Management Process



Selecting the System

To successfully administer the Talent Management program, agencies must have visibility into all aspects of the Talent Management lifecycle and a firm understanding of its impact on both the organization and its workforce. This type of insight is readily obtained through the implementation of a Talent Management system. A Talent Management system is an integrated software solution, commonly comprised of modules with capabilities that support the various components of the Talent Management program, namely Recruiting, Onboarding, Learning, Performance Management, Succession Management and Compensation. The modular format of these solutions enables organizations to design a roadmap for implementation of the system functionality which addresses their most pressing requirements first and evolves to support the entire Talent Management program over time. Agency-wide initiatives, like the phased implementation of a Talent Management program, must be carefully planned and executed to ensure buy-in and measurable return on investment. In addition, agencies must identify and plan for the various resources that will be needed to support the Talent Management initiatives, like training for potential leaders and recruiting efforts to mitigate skills gaps. Agencies must also take into consideration a system's ability to respond to the requirements of their current and future

personnel. Criteria like access to online learning and cross-functional training, support for modernized performance management and evaluation frameworks, and facilitating a workforce hiring process that identifies highly qualified, diverse talent should be carefully evaluated during the selection process to ensure that organizations can seamlessly evolve their Talent Management program to meet future requirements.

Finally, it is impossible to track organizational and personnel performance without collecting and analyzing relevant data. Disparate systems and processes make accurate, timely reporting difficult, leading to frustration for supervisors and a poor employee experience. Talent Management systems must be evaluated for their ease of use and ability to provide relevant insights into workforce data. Having a single source of truth for all personnel data that provides easy access to dashboards and reliable reports enables agencies to make data driven decisions to support workforce optimization, compliance monitoring, and reduced administrative burden on HR resources.

Through this process of identifying organizational goals, translating them into a program with tangible practices and defining the HR activities that will be used to implement the program, agencies are able to develop Talent Management programs grounded in the principles of organizational change to facilitate implementation and promote adoption.

“Every person is unique, put the right people with the right capability to the right position to solve the right problems.”

— Pearl Zhu, Talent Master: 199+ Questions to See Talent from Different Angles

The Benefit

Talent Management enhances organizational productivity and capacity to achieve mission goals. Creating an environment that provides visibility and measurement into program activities, career growth, and professional development improves agencies' ability to understand and support operational requirements. Integrating all core HR processes through the implementation of a Talent Management system eliminates data siloes and manual processes, driving accuracy and efficiency, and facilitating data sharing across the organization.

An integrated system also improves an organization's ability to align human capital strategy with current and future operational goals and ensure appropriate capacity exists to address evolving mission requirements. Leadership can take an agency-wide view of workforce capabilities when performing gap analyses, planning for future initiatives, and evaluating attrition rates to mitigate operational risk. HR can more readily identify high-performing personnel as candidates for development and promotion within the agency, as well as design targeted recruitment programs to fill critical skills gaps before they impact performance. Employing an integrated Talent Management

system also improves employee engagement, motivation and retention by providing a single resource to access all the information regarding their employment history, performance and career path, and opportunities for professional development.

To ensure success of the transformation, agencies must define and implement a sound Organizational Change Management strategy. Personnel are more likely to actively participate and embrace the desired change through improved communications of the plan, visible involvement of leadership and reinforcement of change through corrective action and celebration of successes.

The development and deployment of a comprehensive Talent Management program is critical to an organization's ability to successfully recruit, develop and retain high-performing talent. Through these efforts, agencies are better able to create a sustainable organization that meets its strategic and operational goals and objectives and agilely adapt to evolving mission requirements.



About Us

Cyber Synergy Consulting Group, LLC (Cyber Synergy) is a certified, SBA 8(a), HUBZone, Minority Business Enterprise (MBE) and Small Disadvantaged Business (SDB). Since 2014, we have partnered with our clients to support their Business Transformation efforts. We look beyond the scope of individual projects and work to understand the needs of the overall organization, including the people, processes, and systems, to deliver holistic solutions that help our clients achieve their goals. Throughout each engagement we work together with client stakeholders to identify practical solutions that address immediate problems, while also supporting broader, strategic organizational goals. This enterprise-wide approach to service delivery ensures that every Cyber Synergy effort is strategically aligned to the mission, driving process improvement and ultimately providing measurable value that supports organizational change.

Team Cyber Synergy, comprised of Cyber Synergy and our business mentor, Longevity Consulting, has supported Talent Management programs for numerous federal clients, helping agencies to accurately assess their organization, identify gaps and create roadmaps for successful organizational change. Our services uniquely combine Organizational Strategy, Systems Integration, Change Management and Professional Development training, placing best practices in service to fostering work environments that value employee growth and open communication to enable maximum productivity through integration of HR practices and Talent Management solutions. We work closely with stakeholders to align human capital strategy with mission goals, design comprehensive programs supported by sound Change Management and Communication plans and provide system integration and program management

services to ensure successful deployment and measurable outcomes.

Our efforts focus on driving efficiencies that facilitate the management of personnel performance through the elimination of data siloes and manual processes, improving accuracy and consistency and facilitating information sharing across the organization. Team Cyber Synergy helps organizations develop and implement comprehensive Talent Management strategies, designed to meet evolving mission goals and optimize employee performance, through unified people management practices. Our team possesses a deep understanding of the full scope of federal HR processes through which agencies attract, develop, motivate and retain high-performing employees, placing special emphasis on deepening employees' connection to organizational mission and goals by improving their understanding of the value they contribute.

Our personnel possess extensive, successful experience implementing, enhancing, and modernizing large-scale human capital management programs. Leveraging tools and techniques like Lean Six Sigma and Continuous Process Improvement, our team has supported the strategic rollout of agency-wide federal human resources systems, from program definition and design, to the development and implementation of change management and communications strategies that ensure successful end-user adoption. Team Cyber Synergy's personnel also provide data analysis support, including the creation and administration of post deployment surveys and evaluations, to enable agencies to gauge program effectiveness and better understand and anticipate workforce requirements. Our efforts have enabled organizations to increase employee engagement, job satisfaction and performance and improve organizational effectiveness, innovation, and growth.



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