



Workforce Talent Management



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Maryland Banking School

Course: Integrated Workforce Talent Management

Facilitator: Sandi Maxey

Course Overview

This course will engage students in a discussion of workforce talent management in today's banking organization.

Learning Objectives

- Prepare students for the intersession project to analyze their bank's annual performance review process.
- Explore the strategic value of workforce talent management to organizations.
- Describe the functions included in integrated workforce talent management.
- Explore the impact of talent management practices in organizations.
- Identify and review the main components of the annual performance review.
- Help students identify best practices in performance management.

Course Outline

Part 1: Integrated Workforce Management

1. Traditional vs. Strategic HR
 - a. Essential functions of HR
 - i. Legal
 - ii. Administrative
 - iii. Compliance
 - b. HR as a strategic partner
2. Define what workforce/talent management is and the HR processes it includes.
 - a. Explore the impacts of ITM in the organization.
 - b. List the benefits to the bank, managers, employees, clients.
 - c. Discuss how talent/workforce management impacts the bank's business strategy.
3. Talent Management Framework
 - a. Breakdown each of the HR processes into organizational practices, for example, goal setting and annual performance reviews.
 - b. Why and how are the processes "integrated?"

Part 2: Performance Management

1. Defining jobs
2. The Performance Management Cycle
 - a. Planning
 - i. Goal setting
 - b. Monitoring
 - i. Coaching
 - ii. Performance documentation
 - c. Reviewing
3. Employee Performance Reviews
 - a. Types
 - b. Objectives
 - c. Sections of the form
 - d. Performance ratings
 - i. Scales, objective behavior
 - ii. Goal achievement
 - iii. Effort, results, impact
 - e. Salary grades
 - f. Performance and compensation connection
 - g. Best practices for effective performance reviews
4. Rewarding
 - a. Types of rewards organizations can provide.
 - b. Aligning compensation and performance at your bank.

Part 3: Talent management and the Employee Experience

1. What do employees expect from their employers?
2. What is the "employee experience" and why is it important?

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3. Exercise: co-create an employee lifecycle journey map.

Part 4: Intercession Assignment

1. Review the assignment.
2. What to consider in the analysis.



Workforce and Talent Management

Maryland Banking School 2024

Sandi Maxey, Your Facilitator

Career Highlights

Lifelong Banker

25 years with Sandy Spring Bank as SVP and Director of Talent Development and Succession Planning

30+ years in talent development

Education: MBA, Frostburg State University

Professional Development:

ABA Stonier Graduate School of Banking

Earned multiple certifications and certificates in the talent development field

Areas of expertise include leadership and management development, succession planning

Contact Information

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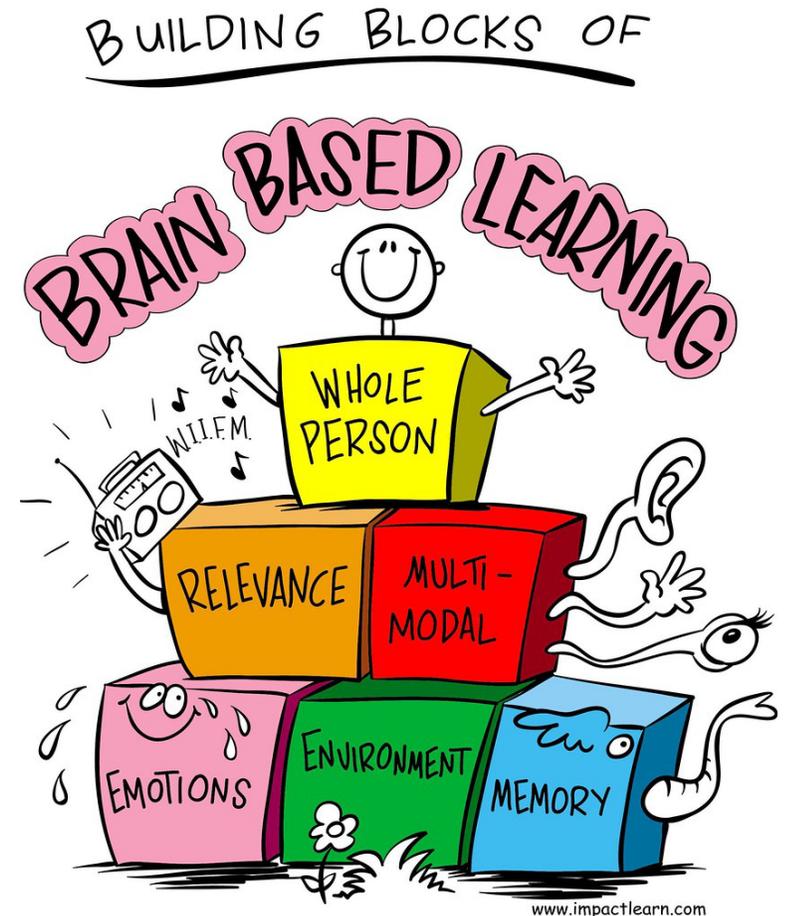
Session Objective S

- Prepare students for the intersession project to analyze their bank's annual performance review process.
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- Identify the main components of the annual performance review.
- Identify best practices in performance management.

*Everyone
a
Teacher;
Everyone
a Learner*

learning

- Your facilitator
 - Your classmates
 - The activities
-
- Opportunities to share what you know, think, believe
 - Being open to questions and new ideas
 - Lots of interaction with your classmates
 - Breaks to refresh your body and brain



Workforce Talent Management

The Role Talent Management Plays in Organizational Performance



Workforce Talent Management

- Today's organizations strive to achieve "integrated talent management" for optimizing their human capital and capabilities.
- **ITM encompasses a comprehensive approach to managing talent-related processes from acquisition to retention.**
- The "employee lifecycle"
- "Hire to Retire"

Talent Management Processes



TALENT
ACQUISITION



ONBOARDING



LEARNING AND
DEVELOPMENT



PERFORMANCE
MANAGEMENT



SUCCESSION
PLANNING



WORKFORCE
PLANNING

A Deeper Look...



Talent Acquisition

Recruiting
Interviewing
Hiring
Employee relations



Onboarding

Legal requirements
Orientation
New hire training
Tools and technology
Work team integration



Learning and Development

Skills development
Leadership and management
Compliance training
Career development



Performance Management

Job descriptions
Goal setting
Coaching
Performance assessment
Performance improvement
Compensation



Succession Planning

Talent reviews
High potential pools
Successor readiness
Replacement planning
Leadership bench
Mentorship



Workforce Planning

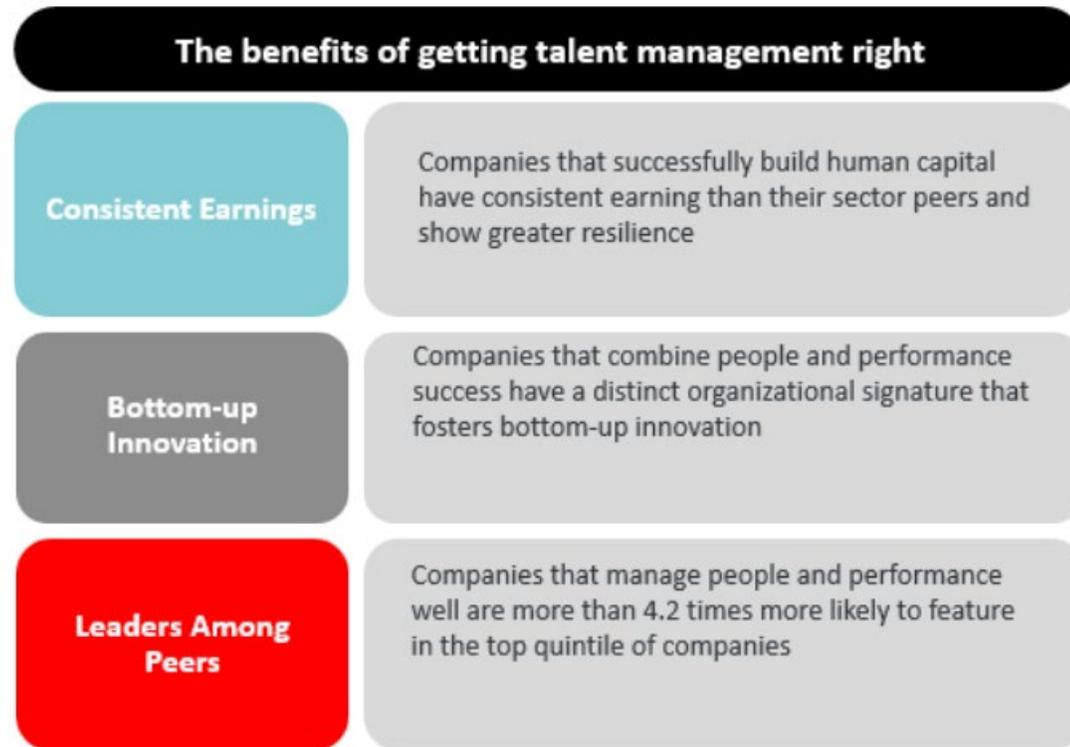
Forecasting
Data Analysis
Gap Analysis
Skills and competencies

Challenges in Talent Management



Source: [McKinsey](#); [Gartner](#)

“Best in Class” Talent Management



Source: McKinsey: [The State of Organizations 2023](#)

Talent Management in the Organization

Strategic Human Resource Management

Traditional vs. Strategic HR

	Traditional HR	Strategic HR
Focus	Employee relations, payroll, compliance	Partnerships with internal and external clients
Initiatives	Reactive, fragmented (functional silos) Experience driven	Proactive, integrated Data driven
Time Horizon	Short-term	Short-, medium-, long-term
Control	Roles, policies, procedures	Organic, flexible, business needs
Key Investments	Capital, products	People, knowledge

Employment Law

- FLSA
- Title VII of Civil Rights Act
- ADA
- FMLA



Workforce and Performance Management

Job Descriptions

Elements of an Effective Job Description

Title: The job's official name or role.

Company: The organization offering the position.

Summary: A brief overview of the role's purpose and main responsibilities.

Responsibilities: Detailed tasks and duties expected of the employee.

Skills: Necessary qualifications, competencies, and experience.

Compensation: Information about salary, benefits, and perks.

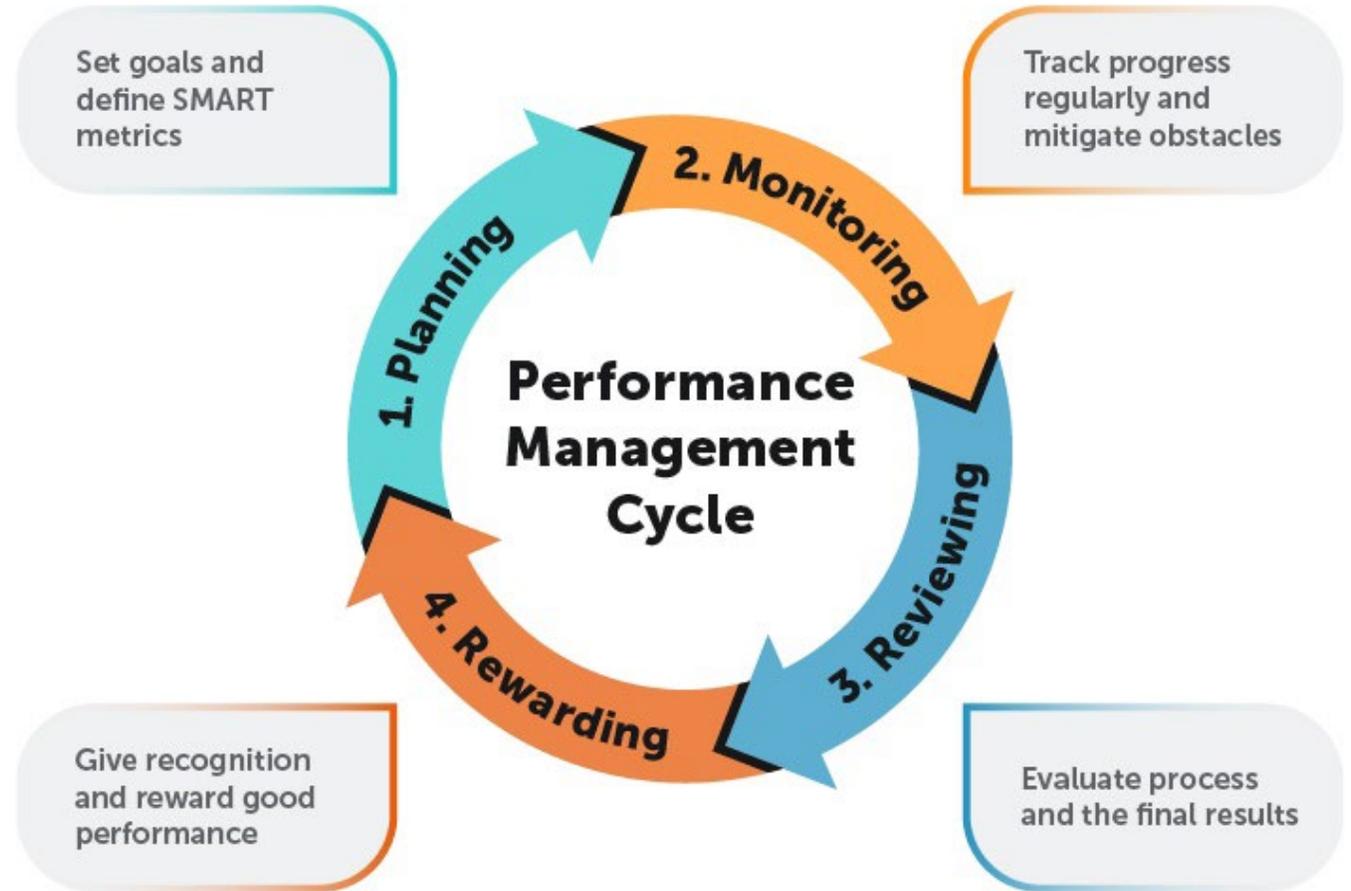
Time and Location: Work hours and where the job is based.

Working Conditions: Any relevant details about the work environment.

Workforce and Performance Management

The Performance Management Cycle

The Performance Management Cycle



S

Specific

- State what you'll do
- Use action words

M

Measurable

- Provide a way to evaluate
- Use metrics or data targets

A

Achievable

- Within your scope
- Possible to accomplish, attainable

R

Relevant

- Makes sense within your job function
- Improves the business in some way

T

Time-bound

- State when you'll get it done
- Be specific on date or timeframe

Planning: SMART Goals

Tracking Performanc e

-
- Performance coaching and feedback
 - Performance documentation
 - Follow up



High Impact Coaching

- Regular, ongoing, intentional, scheduled
- Types:
 - Performance coaching - results based
 - Observation coaching - coaching 'on the grass'
- 2-way dialogue
- Went wells, next times, development needs



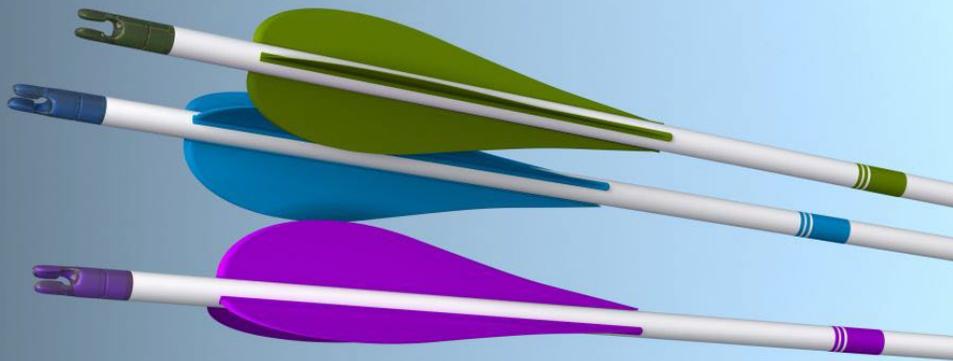
Performance Documentati on

- Legal implications
- Includes all performance records – formal reviews as well as informal notes
- Facts not opinions, assumptions, beliefs
- Objective and descriptive
- What was said or done
- Specific actions and instructions provided to the employee



Reviewing Performance

- Performance appraisals
- Parts of the appraisal form
- Calculating the appraisal score
- Best practices for effective performance reviews



Performance Evaluation: Appraisals

- Planned, happen on a predetermined schedule
- Consistent format used across the organization
- Supported by Human Resources
- Manager and employee input and sign-off
- Formal documentation
- Basis of merit increases, promotions, discipline, development, succession



Parts of the Appraisal Form

- List of goals and weighting of each
- Description of actual vs. expected performance
 - Results and how they were achieved
 - Self-evaluation may be included
- Assignment of goal rating
 - "Meets, exceeds, below" expectations
- Overall performance score
 - Mathematical calculation
- Employee development for the next period
- Manager comments
- Employee comments
- Signatures





Manager “Best Practices” for Effective Performance Reviews

Be transparent with the employee.

- Document performance throughout the year.
- Request feedback from colleagues.
- Allow the employee to read the evaluation before discussing it.
- Focus on accomplishments and growth.
- Encourage the employee to talk.
- Follow up.
- No surprises!



Reward Performance

- Total rewards
 - Merit increases
 - Promotions
 - Incentives
 - Equity
 - Employee development
 - Leadership opportunities
-
- Which of these drive employee engagement the most?

Aligning Performance and Compensation

- Compensation philosophy
 - For example, “pay for performance”
- Transparency
 - Compensation philosophy
 - Salary grades and ranges
 - Merit availability
- Amount of award includes:
 - Employee performance rating
 - Current pay quartile
- Communication

The Employee Experience

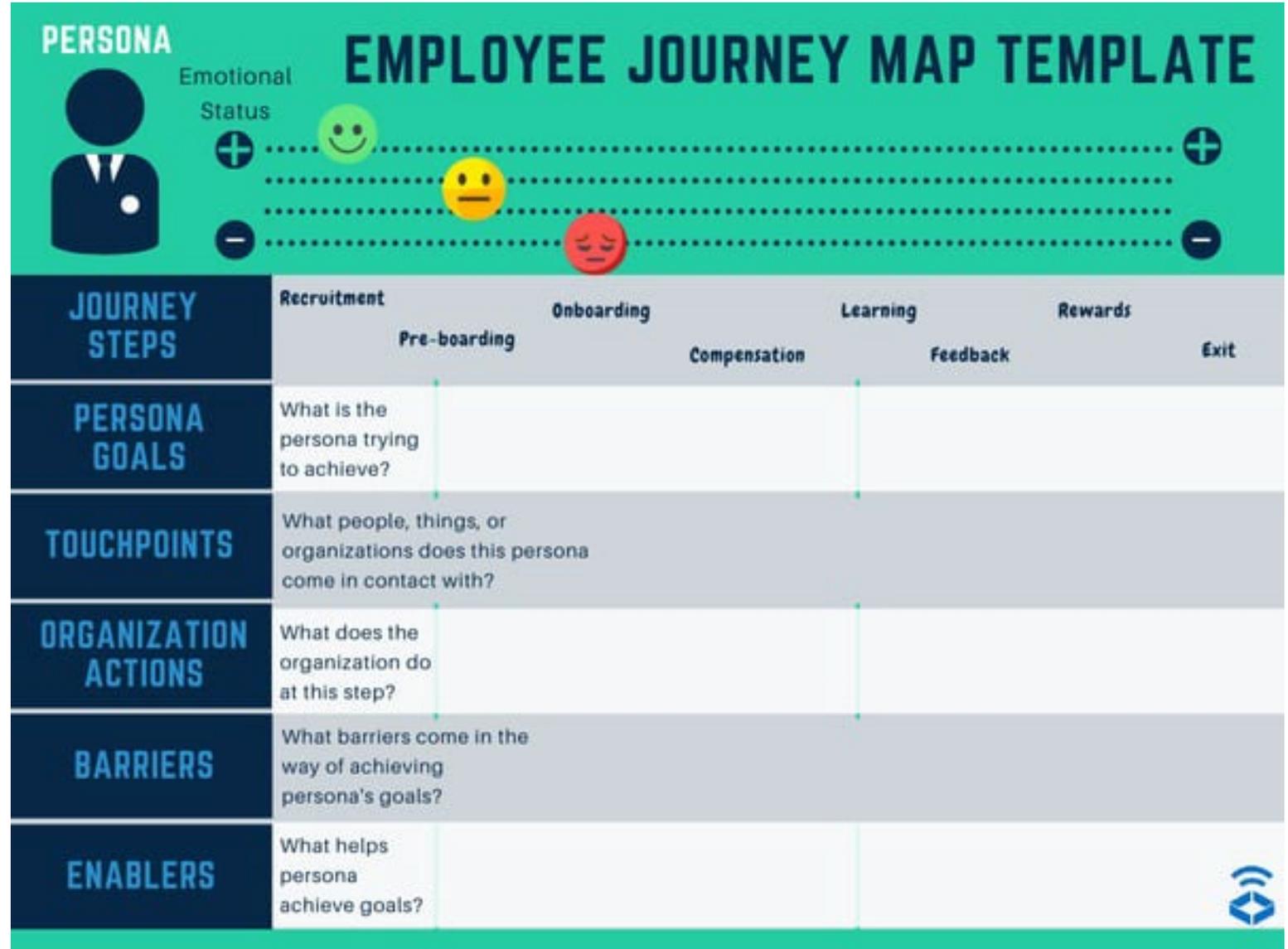
Journey Mapping the Employee Experience

Employee Journey Mapping

- “User” or “Client” journey mapping is used by many companies to understand the client’s experience of the company’s product or services.
- “Employee journey mapping” is the process of visualizing the entire lifecycle of an employee, from recruitment to retirement.
- It helps companies understand, analyze, and optimize the employee experience, identifying areas for improvement and opportunities to create value.



Employee Journey Map Example



Intercession Assignment

Analyzing Your Bank's Performance Management Process

Project Overview



Read and follow the
MBA's project
instructions.



Approach this
project as an
opportunity to
demonstrate value to
the organization.



Engage with your HR
professionals and
your manager.

- *What is your bank's performance management program?*
- *Does it achieve the established objectives?*
- *How do you know?*
- *What would you recommend to create more value for employees, managers, the organization?*

Your Analysis



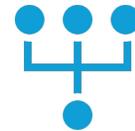
Review your company's documented processes.

What exists in writing?
How accessible is it and by whom?



How is the process currently measured?

How is "success" defined for the process?
What data exists and what conclusions are drawn?
What goals or aspirations are there for the process?



How do employees and managers experience the process?

What employee feedback about the process has been gathered?



What are the opportunities to improve the process and for what purpose?

What will create value/benefit for employees, managers, or the company?
What gaps in the process exist and how will addressing the gap create value/benefit?

Stop and Think Questions

- What is my bank's compensation philosophy?
- How well do I understand my bank's annual appraisal process?
 - Purpose? Logistics?
- How does the annual appraisal process connect to other talent management practices?
 - Compensation, promotions, succession planning, development opportunities
- How well does our annual appraisal process connect performance and merit pay raises?
- How transparent are job descriptions, salary grades, merit budgets, etc.?
- What barriers have I experienced in the process?







WORKFORCE TALENT MANAGEMENT

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Engagement Activity: 4 Corners

Instructions:

- There are 4 easel pads posted in the room with questions related to talent management at your organization.
- Visit each easel sheet and consider your responses.
- Using post it notes and Sharpie markers, record your responses and post them on the easel sheets.

Small Group Activity: HR Employment Laws

Instructions:

- Let's work together in 4 small groups to research a sampling of employment laws.
- You will have 20 minutes to research the HR law assigned to your group.
- Complete the worksheet below on an easel sheet, if provided.

Law assigned to our team:	
Brief background: <ul style="list-style-type: none"> • When and why the law was created 	
Synopsis of what the law covers: <ul style="list-style-type: none"> • What are the circumstances under which the law is exercised? 	
Three points to remember:	

HR Employment Laws: Note Taking

How to use this sheet:

- Use this sheet to take notes during your classmates' presentations.

Law	Key Points
ADA	
Civil Rights Act (Title VII)	
FLSA	
FMLA	

Small Group Activity: The Ideal Annual Appraisal Process

Instructions:

- From the employee’s perspective, what would make an “ideal” or “remarkable” annual appraisal process?
 - *Don’t limit yourself to your organization’s reality!*
- What would happen before, during, and after to create the most value for the employee? Use the table below to record your answers.
 - Consider what would impact the employee’s positive emotions throughout the process.
 - Don’t forget the importance of communication.
 - Be as specific as possible.

Before:	
During:	
After:	