Welcome to our...

Talent Management Conference

March 8, 2012
Conference Objectives

- Define integrated Talent Management (TM)
- Present new USC TM function
- Meet the Team
- Understand the business partnership model & approach
- Learn how you can access/optimize TM’s new service delivery model
- Learn about new service and resource offerings
- Review what is ahead
Are you curious?
We’ve been under a massive reconstruction....
...to build for the present and future needs at USC
Why?

- Focus on measurable results
- Increased service volume
- Reduction in resources
- Evolving needs of the university
- Evolving models within the industry
- Opportunity for greater value and broader impact

JOIN THE

talent management (r)evolution

SHRM 2012 Talent Management Conference & Exposition

April 30-May 2, 2012

Washington, D.C. Metropolitan Area
More With Less?
Everyone’s issue
We’re all trying to thread the needle...
Is Anyone Listening?

Integrated Talent Management
The Evolution of HR

- Personnel Management as Business Function
- Strategic HRM as Business Partner
- Talent Management as Full Business Integration
"Great organizations achieve because they do what other organizations don't: they maximize the innate, individual talents of their employees...

...They know that tapping the resources of humans is the only remaining area where significant improvements can--and do--lead to an unlimited source of competitive advantages."

Curt Coffman, Gabriel Gonzalez-Molina, *Follow this Path*
Why?
Talent = Competitive Advantage

“Today’s marketplace is incredibly competitive in every industry around the globe. The difference between success and failure is talent, period.”

—Indra Nooyi, CEO Pepsico
The Talent Lifecycle By The Numbers

- Cost of losing a talented employee – $250K-$500K
- Value of top performers – 2 to 3 times the performance of average employees
- Number of employees the average manager’s actions directly affect – 12.4
- Percentage of a company’s employees who are well suited for their roles – 20%
- 70% of organizations have a weak pipeline
- Cost per day when operating without a key player - $7,000
- Cost of poor hire – $300K impact
- Rate of efficiency at which most businesses operate because of poor engagement levels – 30%
- Average time required for a new manager to become productive – 6.2 months

(Topic: Talent Life Cycle)

(Graphic: Human Capital Institute)
Employee Engagement

What is it exactly?
Other Factors...

• Complexity and diversity of emergent workforce
• Globalization and shifting competition
• Technology and innovation challenges require constant L&D, shifts in strategy
• Talent Management becomes “hot”...yet esoteric discipline for managers/leaders
Are Human Capital Management & Talent Management the same?
Talent Management Defined

A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.

Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people-oriented organizational culture.
“...the collection of things companies do that help employees do the best they can each and every day in support of their own and the company’s goals and objectives.”

(Larry Israelite, 2010)

“It’s a business strategy, not a HR strategy.”

(Bersin, 2009)
The Aligned Human Capital-Centric Organization
TM Not Well Integrated Today

• Several functions sub-optimal
• Functions are usually siloed
• Responsibilities are spread across different areas
• Inconsistent execution and implementation
• Interaction between talent functions is rare and left to chance
• Significant amount of potential energy, synergy, and productivity is lost
The Integrated Total Talent Management Future...

We’re at a crossroads
We are still building the foundation...
A Whole New Service Delivery Model

• Built for USC now and future
• Strategic Business Partnership model
• Empowering the masses
• Heavy leveraging of new technologies
• Large event, scalability focused – TM Conference Series
• Community-based organizational learning and development
Talent Management at the University of Southern California (2012)

Performance

Plan
- Strategic Planning & Organizational Alignment
- Goal Setting
- Workforce Planning

Hire
- Recruitment
- Interviewing & Selection
- Onboarding

Develop
- Individual & Team Development
- Management & Leadership Development
- Organization Development

Manage
- Setting Expectations
- Coaching & Feedback
- Performance Management & Evaluation

Retain
- Rewards & Recognition
- Career Planning
- Succession Planning

Research & Program Development | Business Partnership Model | Talent Technologies

relevance • innovation • scalability • impact
Meet the Team!
Talent Management *
University of Southern California
Relevancy - Scalability - Innovation - Impact

* Matrix structure and operations – Key leadership responsibility flows top to bottom and left to right – Highly collaborative, self-managed teams operating vertically and horizontally to leverage and deploy strategy, resources, programs and services
What’s Underway:

• New Home & Program Facilities
• LMS Acquisition Project – ITS Recommendation by mid April
• Scalable L & D offerings
• Workday Performance Management Module
• PeopleAdmin Upgrade
• Partnership Protocols and Templates
• Community Hiring – University Village
• Website overhaul!
E-Learning Strategy Implementation

**Phase 1**
- MERC
  - Manager Excellence Resource Center

**Phase 2**
- Full Service e-Learning
  - Supervisor/Mngr

**Phase 3**
- Full Service e-Learning
  - Individual Skills Development
MERC
a learning portal for managers at all levels to help them develop themselves and their employees, drive team performance, move into new roles, and onboard employees

Key Features
- Unlimited access at no cost per user
- Customizable: 150+ easy-to-use, customizable resources designed for the manager audience
- Relevant: Content aligned to the challenges managers face throughout the performance cycle
- Timely: Monthly e-mail templates to drive managers to the most pertinent resources
- Unlimited support from CLC including marketing and communications templates and rollout support/webinar training availability
- Reporting capabilities include: # users; top downloads; all downloads by title; members names that use and date of access

Resources
- Development and Management Support Resources
  - Set performance and development objectives
  - Develop and coach employees
  - Manage work and drive team performance
  - Deliver formal performance feedback
- Transition Support Resources
  - Manage your transition
  - Hiring and onboarding a new team member
### E-Learning - Content Providers*

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Offerings</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skillsoft</td>
<td>5,000 courses: business; management; compliance; IT; desktop; health &amp; safety; human resources; project management; Books24x7; 50 Lessons; Leadership Development Channel</td>
<td>Broad</td>
</tr>
<tr>
<td>PDI Ninth House</td>
<td>17 courses: management</td>
<td>Middle Management</td>
</tr>
<tr>
<td>Harvard ManageMentor</td>
<td>47 courses: management</td>
<td>Foundation to Middle</td>
</tr>
</tbody>
</table>

* All vendors meet project key objectives criteria and have LMS hosting capabilities
## Phase 2: Vendor Evaluation Process

<table>
<thead>
<tr>
<th>Process</th>
<th>SkillSoft</th>
<th>PDI Ninth House</th>
<th>Harvard ManageMentor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor presentation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Project team courseware demo/eval</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Technology calls</td>
<td>✓</td>
<td>In progress</td>
<td>In progress</td>
</tr>
<tr>
<td>Reference calls</td>
<td>✓</td>
<td>In progress</td>
<td>In progress</td>
</tr>
<tr>
<td>Final TOP team demo</td>
<td>Week of 2/6</td>
<td>Week of 2/6</td>
<td>Week of 2/6</td>
</tr>
<tr>
<td>Competency mapped to USC manager skills list</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Select finalist (pilot with 200 people; include HR partners)</td>
<td>2/15 target</td>
<td>2/15 target</td>
<td>2/15 target</td>
</tr>
</tbody>
</table>
We need new muscles
Our entire new team has completed a Human Capital Strategist Certification (HCS) to further develop the KSAs needed for an integrated TM Team including:

- Context of TM
- ROI of TM
- Workforce Planning
- Talent Acquisition
- Talent Development
- Talent Engagement & Retention
- Leading & Managing Talent
- The Role of HR in TM
Some New Ways of Working as a Team

• Be global
• Anticipate trends
• Seize the shifts
• Bend – flex – weave – dance
• Mobilize...fluidly...and with velocity
• Optimize people, places & things
• Radically include
• Integrate – Collaborate – Partner
• Embrace complexity
• Simplify chaos
• Be technically solid
• Disruptively innovate
• Ensure well being
• Have impact
• Have FUN!
So, during this huge transformation, we’ve felt a little like this!
But we’re moving quickly towards this!!
Talent Management at USC

Core Values
Guiding Us
INNOVATION

Finding progressive ways to do more and better with less
The Evolution of Modern Corporate Training

Where are we Today?

- **Traditional and Computer-Assisted Training**
  - 1980s-1990s
  - Instructor and Computer-Based (CBT)
  - Implement the LMS as administration platform

- **The e-Learning Era**
  - 1998-2004
  - Put materials online, information vs. instruction
  - Web-Based courseware, virtual classroom, and learner-facing LMS

- **Blended and Informal Learning**
  - 1995-2007
  - Mixing all forms of media with informal learning
  - Learning on-demand and integrated programs

- **Collaborative, Talent-Driven Learning**
  - 2008+
  - Formalize informal learning
  - Collaboration and talent management by design
RELEVANCY

Focus only on USC strategic priorities
A
SHARPER
FOCUS
“The Destined Reign of Troy”

(Some Key Priorities)

Transformational Faculty
Brilliant Students
Fund Raising Campaign Success
“Memorable Moments” for all who engage USC
United UPC-HSC Campuses
Community Focus & Development
Resources Optimization
Administrative Efficiencies
Performance Metrics
Reduced Bureaucracy
“Radical customization” design of leadership development to address USC challenges and priorities...
SCALABILITY

Simultaneously reach more Trojans with valuable programs and resources
SCALABILITY – Lynda.com

• Over 1000 award winning software courses
• Site license for all of USC
• Launched 12/19/10
• By end of 2011 there were 7,800+ unique users
• Online, JIT, 24/7
• 70K/year savings in software training costs
Harvard ManageMentor’s Blended Development Approach

- Harvard ManageMentor modules provide **10%** of “core concept” training
- Harvard ManageMentor Cafes help employees facilitate – the **20%** of discussion, coaching, advising, etc.
- **70%** is job-related application of the training which remains the responsibility of employees and their supervisor

Participant-Centered Learning

Online modules
Action Planning
Self-Assessments
Peer-to-Peer
Facilitator-Led
Team activities
Learner
IMPACT

A business partnership approach focused on measurable results that matter
IMPACT at University Advancement

• Partnership in talent acquisition project
• 6-month contract recruiter was engaged instead of expensive Executive Search firm
• Senior fund raising professionals being sought
• Projected savings of at least 300-400K
• This is repeatable!
Talent Management at the University of Southern California (2012)

- USC Strategic Vision
- School or Admin Unit Strategic Plan
- Integrated Talent Management Strategies
- Employee Engagement
- Results and Impact

**PERFORMANCE**

**PLAN**
- Strategic Planning & Organizational Alignment
- Goal Setting
- Workforce Planning

**HIRE**
- Recruitment
- Interviewing & Selection
- Onboarding

**DEVELOP**
- Individual & Team Development
- Management & Leadership Development
- Organization Development

**MANAGE**
- Setting Expectations
- Coaching & Feedback
- Performance Management & Evaluation

**RETAIN**
- Rewards & Recognition
- Career Planning
- Succession Planning

**Research & Program Development | Business Partnership Model | Talent Technologies**

**relevance • innovation • scalability • impact**
Business Partnership at its Best!

Central & Unit-Level HR

School & Administrative Leaders

Talent Management

“Center of Excellence”

“Sweet Spot”
KEY OUTCOMES

Vision.....

Phase One
- Launch culture change initiative
- Deliver training
  - Verbal Judo for Law Enforcement
  - Constitutional Policing
- Provide leadership development
  - 360° Feedback
  - Emotional Intelligence
  - Performance Management/Coaching
  - Franklin Covey – Leadership Foundations for Law Enforcement

January - March

Phase Two
- Create a comprehensive Human Resources Strategic Plan
- Create Phase Two communication plan
- Assess employee skill levels
- Conduct gap analyses
- Provide additional training as appropriate
- Management platforms

April - June

Phase Three
- Implement new organizational structure
- Conduct assimilation training for all employees
- Review and refine Strategic Plan
- Assess individual and organizational performance
- Implement continuous improvement program
- Assess culture and employee engagement
- Provide additional training

FY 2012 - 2013

USC Strategic Plan
CAPS Strategic Plan
DPS Strategic Plan
THORNTON SCHOOL OF MUSIC
UNIVERSITY OF SOUTHERN CALIFORNIA

STRATEGIC PLANNING 2011-2012

November 18, 2011
"How do you think the Thornton School of Music will need to evolve in the coming years to stay relevant in today's shifting environment and position itself as a premier music school for generations to come?"
Thornton School Strategic Planning Process Timeline

**Phase 1**
Clarify and align on SP Process
Determine goals, scope and methodology of Process

**Phase 2**
Oct-Dec 2011
School-wide communication
SWOT Analysis
Steering Committee recommendations
Draft an overarching timeline

**Phase 3**
Jan-April 2012
Town Hall “Kick-Off” Meetings
School-wide Survey
School-wide Data Gathering/Analysis

**Phase 4**
May-June 2012
Strat. Planning Retreat (mission, vision, etc.)
3-5 year goals, outcomes, related strategies and metrics
Alignment within the Thornton School
Finalize Strategic Plan, communication, and marketing

Sept 2011

Sept 2011
USC Hospitals Trojan Leadership Bootcamp Lead On!

~ Leadership Innovation in Healthcare ~
USC Hospitals Trojan Leadership Bootcamp - *Lead On!*  
~ Leadership Innovation in Healthcare ~

**Who?** Target audience – Approximately 120 hospital leaders  
- Supervisors  
- Managers  
- Directors

**What?** Robust Leadership & Management development program  
- Cohort-based  
- Comprehensive  
- Sustainable

**When?** Engaging 4-6 Cohorts over the next two years

**How?** Partnership with **USC’s Professional Development** team
Trojan Leadership Academy
~ Leading Innovation in Healthcare ~

- Insights into interpersonal style and effectiveness
- Define personal leadership values that drive daily behavior
- Develop healthy work habits

- Honorable/Ethical/Responsible
- Emotionally Intelligent
- Self-Authoring
- Generative/Creative
- Organizational Skills
- Communication Skills
- Authenticity/Transparency

- Develop and deliver vision and strategy
- Cultivate and harness innovation
- Inspire others
- Develop a culture that drives high performance
- Improve organizational systems
- Plan, develop, deploy and manage communication

- Set and manage goals to deliver strategy
- Budget and resource planning
- Project planning and tracking
- Find, retain and optimize talent resources
- Build high performing teams
- Navigate strategic decisions and negotiations
- Develop and leverage partnerships

- Strategy Execution
- Business Acumen
- Performance Metrics
- Talent & Performance Management
- Team Development
- Change Management
- Strategic Communications Management
- Problem Solving / Decision Making

- State-of-the-Art Patient Care
- Inspired leadership
- Environmental/Industry Trending
- Strategic Visioning & Planning
- Systems Thinking
- Architecting Culture
- Leading Change/Transformation
- Leading Innovation
- Talent Strategist
## USC Hospitals Trojan Leadership Bootcamp - *Lead On!*

**~ Leadership Innovation in Healthcare ~**

### Program Schedule Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Development Category</th>
<th>Learning &amp; Development Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sept</td>
<td>Orientation</td>
<td>Program Overview &amp; Vision / Leadership Exercise</td>
</tr>
<tr>
<td>2 Sept</td>
<td>Personal Mastery</td>
<td>EQ Assessment &amp; Debrief / Interpersonal Effectiveness</td>
</tr>
<tr>
<td>3 Sept</td>
<td>Leadership Capacity</td>
<td>Leading Culture / Intentional Dialogue</td>
</tr>
<tr>
<td>4 Oct</td>
<td>Leadership Capacity</td>
<td>Leadership Brand / Organizational Communications</td>
</tr>
<tr>
<td>5 Oct</td>
<td>Leadership Capacity</td>
<td>Systems Thinking / Strategic Visioning &amp; Planning</td>
</tr>
<tr>
<td>6 Dec</td>
<td>Business Management</td>
<td>Strategy Execution / Business Acumen</td>
</tr>
<tr>
<td>7 Dec</td>
<td>Business Management</td>
<td>Customer Value / Talent &amp; Performance Management</td>
</tr>
<tr>
<td>8 Jan</td>
<td>Business Management</td>
<td>Leading &amp; Managing Change / Decision Making &amp; Problem Solving</td>
</tr>
<tr>
<td>9 Jan</td>
<td>Leadership Capacity</td>
<td>Environmental &amp; Industry Trends / Leading Innovation</td>
</tr>
<tr>
<td>10 Feb</td>
<td>Capstone/Certificates</td>
<td>Program Integration &amp; Outcomes Summary / Acknowledgements, Certificates awarded</td>
</tr>
</tbody>
</table>
Talent Management at the University of Southern California (2012)

USC Strategic Vision
School or Admin Unit Strategic Plan
Integrated Talent Management Strategies
Employee Engagement
Results and Impact

Performance

Plan
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- Organization Development

Manage
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- Coaching & Feedback
- Performance Management & Evaluation

Retain
- Rewards & Recognition
- Career Planning
- Succession Planning

Research & Program Development | Business Partnership Model | Talent Technologies

relevance • innovation • scalability • impact
New Products and Resources
### Sample Blended Learning Components

<table>
<thead>
<tr>
<th>E-learning</th>
<th>Social media</th>
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</thead>
<tbody>
<tr>
<td>Communities of practice</td>
<td>Simulation-based practice</td>
</tr>
<tr>
<td>Podcasts</td>
<td>Live classroom</td>
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<tr>
<td>Video conferencing</td>
<td>Webinars</td>
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<tr>
<td>Peer-to-peer collaboration</td>
<td>Project teams</td>
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<tr>
<td>Roundtables</td>
<td>Job aids</td>
</tr>
<tr>
<td>Assessment</td>
<td>Team meetings</td>
</tr>
<tr>
<td>Discussion forums</td>
<td>Self study</td>
</tr>
<tr>
<td>Leader led sessions</td>
<td>Workshops</td>
</tr>
<tr>
<td>Virtual classroom</td>
<td>Streaming video</td>
</tr>
<tr>
<td>Interactive chat</td>
<td>Online reference materials</td>
</tr>
<tr>
<td>Threaded discussions</td>
<td>Books, articles</td>
</tr>
</tbody>
</table>
Offered through USC’s Talent Management and Information Technology Services (ITS)
Have you met Lynda yet?

About our service
ALL
Staff, Faculty, and Students have access to lynda.com
Access more than 1,000 training videos
New courses are added every week
Library 24/7—even from your iPhone or iPad
To Access Lynda.com

Talent Management
http://capsnet.usc.edu/talentmanagement/
ITS
http://www.usc.edu/its/lynda/

TO LOG IN:
USC NET ID and PASSWORD
TMP Update

March 8, 2012
agenda

TMP Services
  – Overview
  – Account Team

TalentBrew
  – Live Demonstration
  – Review of Q1 Metrics

Job Distribution tool
  – Update and Training Sign-Up

TMP Team Contact Information
TMP Services
TMP Services Contracted for USC

- TalentBrew / TalentBrew Mobile

- Job Distribution Tool
  - Integrated with USC Applicant Tracking Systems
  - Can post 500-1000 jobs
  - Ready for use

Other Services available

- Recruitment Advertising
  - Strategic planning and research
  - Consultative employment advertising solutions
  - Creation and placement of effective recruitment advertising
  - Creation of print, interactive, broadcast and collateral materials (e.g. brochures, direct mail, digital, etc.)
  - Development of programs such as job fairs, employee referral programs and campus recruiting

- Digital Media and Products
  - Social Media
  - Search Engine Marketing
  - Mobile
http://uscccareers.usc.edu/
TalentBrew
Metrics UPC
Organic search via Search Engines like Google, Bing and Yahoo made up about 71% of traffic, which is a really good start for a brand-new site.
Keywords being used on Organic Search

Taken from **230** different keyword strings which drive organic traffic to the career site.
This metric measures the number of Apply Clicks throughout the TalentBrew site that are attributed to organic Search coming via Google and others. Given that there were 2,722 organic visitors to the site, this gives us an (organic) apply to visit ratio of 10.4% -- very good.

Also, Organic Search via Google is responsible for the largest number of apply clicks.

<table>
<thead>
<tr>
<th>Event Action</th>
<th>Medium</th>
<th>Total Events</th>
<th>Contribution to total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ApplyClick</td>
<td>organic</td>
<td>282</td>
<td>67.63%</td>
</tr>
<tr>
<td>2. ApplyClick</td>
<td>referral</td>
<td>78</td>
<td>18.71%</td>
</tr>
<tr>
<td>3. ApplyClick</td>
<td>(none)</td>
<td>57</td>
<td>13.67%</td>
</tr>
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</table>
LIVE DEMO OF JOB SEARCH VIA SEARCH ENGINES

DEVELOPMENT OFFICER LOS ANGELES

Search

About 8,040,000 results (0.22 seconds)

Development Officer Jobs, Employment in Los Angeles, CA | Indeed...
www.indeed.com/j/Development-Officer-Los-Angeles,-CA-jobs.html
Jobs 1 - 10 of 167 - 667 Development Officer Jobs available in Los Angeles, CA on Indeed.com. One search. All jobs.

Development Officer Salary in Los Angeles, CA | Indeed.com
www.indeed.com/jq/Development-Officer-Los-Angeles,-CA.html
Average Development Officer salaries for job postings in Los Angeles, CA are $9, higher than average Development Officer salaries for job postings nationwide.

Development and Fund Raising - Development Officer II jobs in Los...
uscscyers.usc.edu/los-angeles/development/development_officer_ii...
Development Officer II jobs in Los Angeles currently available at University of Southern California. Additional Los Angeles development and fund raising jobs ...
You visited this page on 3/20/12.

Business development officer Greater Los Angeles Area profiles ...
www.linkedin.com/ln/business-development-officer-greater-los-angeles...
Professionals with the job title Business development officer, based in Greater Los Angeles Area are on LinkedIn. You can view their full profiles and connect ...

SBA BUSINESS DEVELOPMENT OFFICER (LOS ANGELES) in ...
jobs.unionbank.com/jobs-los-angeles/development-officer-los-angeles/
Title: SBA BUSINESS DEVELOPMENT OFFICER (LOS ANGELES) Location: CALIFORNIA LOS ANGELES. Headquartered in San Francisco, UnionBanCal ...
Job Distribution Tool
Job Distribution Tool Update

Please sign up for training…need details from David
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Project Manager  
Amy.wood@tmp.com  
(818) 539-2021
What’s in this for you?

• Be at front of the TM Wave
• Comprehensive Leader/Manager
• New strategy and competency imperative
• New tools
• Ready for complexity
• Performance!
• Results!!
• Impact!!!
Many Benefits to Integrated Talent Management (ITM)

• Employee Engagement
• Increased Accountability
• Higher Productivity
• Cost Effectiveness
• Greater Synergies
• Improved Efficiencies
• Increased Morale
• Lower Turnover
• Work/Life Balance

• Improved Relationships
• Sharper Focus on Priorities
• Improved Communication
• Risk Mitigation
• Optimized Talent
• Improved Readiness
• Increased Innovation
• Improved Customer Service
• Organizational Effectiveness
Thank You!