Talent Management in State Government:
FROM TRANSACTIONAL TO TRANSFORMATIONAL
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1. Just for Fun
   You can’t make this stuff up

2. Two Versions of HR
   Bringing back the Top Ten

3. What’s Next
   Four key areas to focus on in 2019

Today’s Agenda
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Stories from the front lines...names have been withheld to protect the guilty.
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Two Versions of HR

**Transactional**

Lack of uniformity when completing tasks. Antiquated methods of completing tasks.

Duplicates hard-copy versions of a document which may vary across the organization.

HR Generalists/Partners spend a large majority of working hours on administrative tasks.

Training/development is not an organization priority, with minimal dedicated resources.

Removes employees from the field and spending time/resources to host in-person trainings.

**Top Ten**

10. Process Flow

9. Employee Self Service: Access

8. Employee Self Service: Resources

7. Learning Management: System

6. Learning Management: On-Demand

**Transformational**

Documents processed for service uniformity. Utilizes electronic checklists and signatures.

Uses an ESS as a clearinghouse for the most current versions of approved documents.

Leverages an ESS to improve HR staff service delivery to the organization.

Enhances training/development by using a system that makes delivery and tracking simple.

Provides access to on-demand training that employees can complete during down time or on the job site.
**Two Versions of HR**

**Transactional**

Passive recruiting, waiting for quality candidates to land on your HR doorstep.

Puts succession planning on the back burner. Rehires retirees to retain their institutional knowledge.

Uses generic Performance Management across the organization to “check the box”.

Takes a chance during a challenging budget season to ask for additional staff without proof of the need.

Uses disjointed technology systems with limited functionality to complete basic daily transactions.

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**Transformational**

Uses technology, professional and social networking sites to seek out top tier candidates.

Has a Succession Plan that is a living document. Taps into diverse employee populations for talent.

Uses Performance Management to support the organization mission/vision, improve operations, develop employees and increase morale.

Uses analytics to make the case for additional funding/staff and to measure performance.

Uses technology strategically to improve operations, save time/money and limit mistakes/duplication of effort.

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**Top Ten**

1. **Solution Based Success**
   - Uses technology strategically to improve operations, save time/money and limit mistakes/duplication of effort.

2. **Analytics**
   - Takes a chance during a challenging budget season to ask for additional staff without proof of the need.

3. **Performance Management**
   - Uses generic Performance Management across the organization to “check the box”.

4. **Talent Management**
   - Puts succession planning on the back burner. Rehires retirees to retain their institutional knowledge.

5. **Talent Acquisition**
   - Uses technology, professional and social networking sites to seek out top tier candidates.
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Talent Market Today

Engagement & culture

Right person in the right role

Cultivate & develop talent

How work is accomplished today

Deloitte.

82% culture is potential competitive advantage

comScore

The average user uses their mobile device 60% of the time they are viewing digital media.
Employee Perspective

- Engagement & culture
- Right person in the right role
- Cultivate & develop talent
- How work is accomplished today

- Attract me to your company
- Connect me with others
- Grow & develop me
- Provide me with feedback & recognition
Manager Perspective

Engagement & culture

Right person in the right role

Cultivate & develop talent

How work is accomplished today

Insight on team members – skills, behaviors, goals

Give me tools to engage my team

Develop team capabilities and future leaders

Provides tools that make it easy to recognize and reward employees
Organization Perspective

Engagement & culture

Right person in the right role

Cultivate & develop talent

How work is accomplished today

Provide talent insight

Predictive recommendations for talent strategy

Optimize workforce ROI

Align talent with strategic objectives
Thank You!