

ECG ANNUAL MEETING

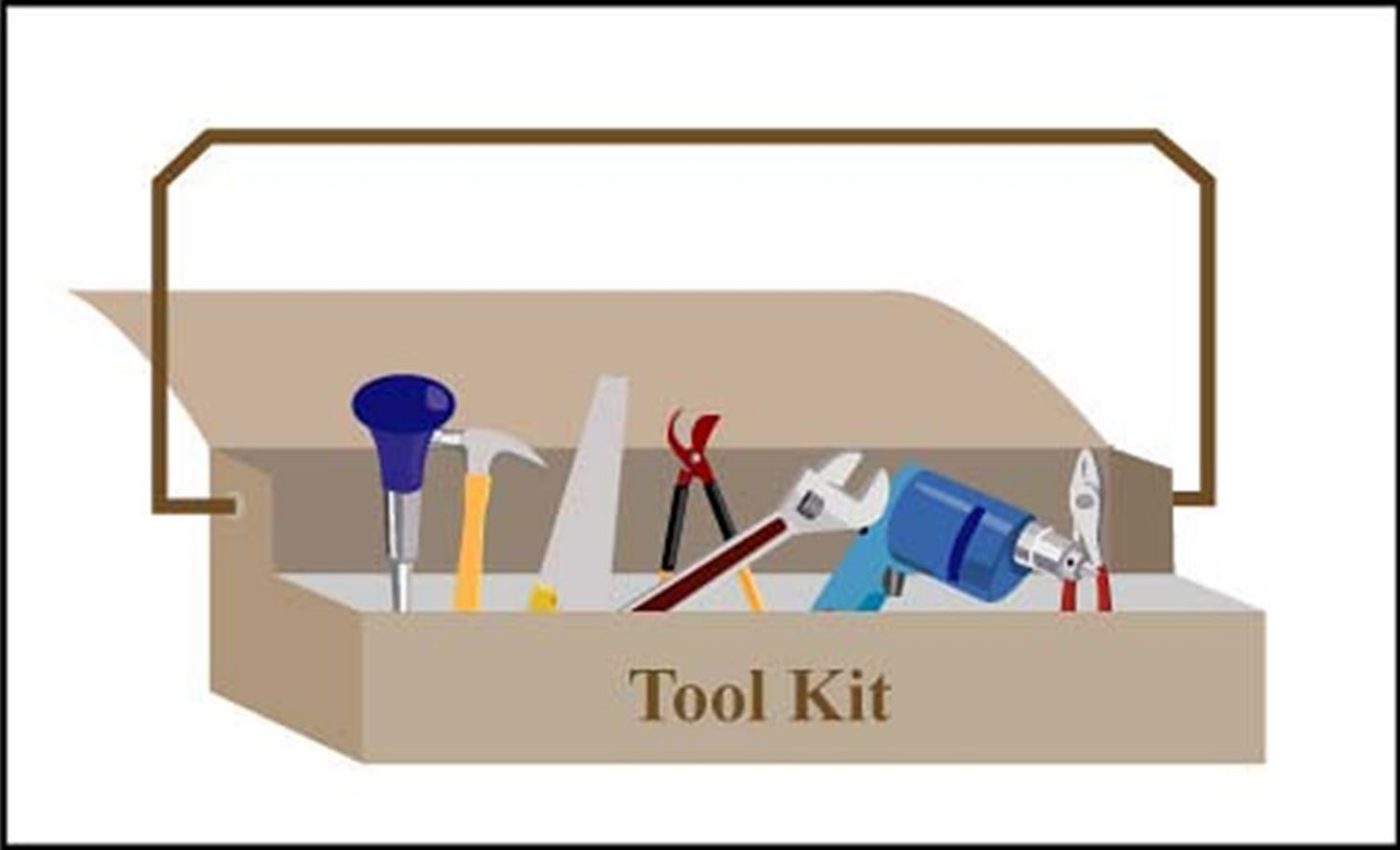
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Preparing for the Future: Retaining Top Talent in Challenging Times



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Keeping Top Talent Strategies

FUTURE-FOCUS

Create a
learning culture

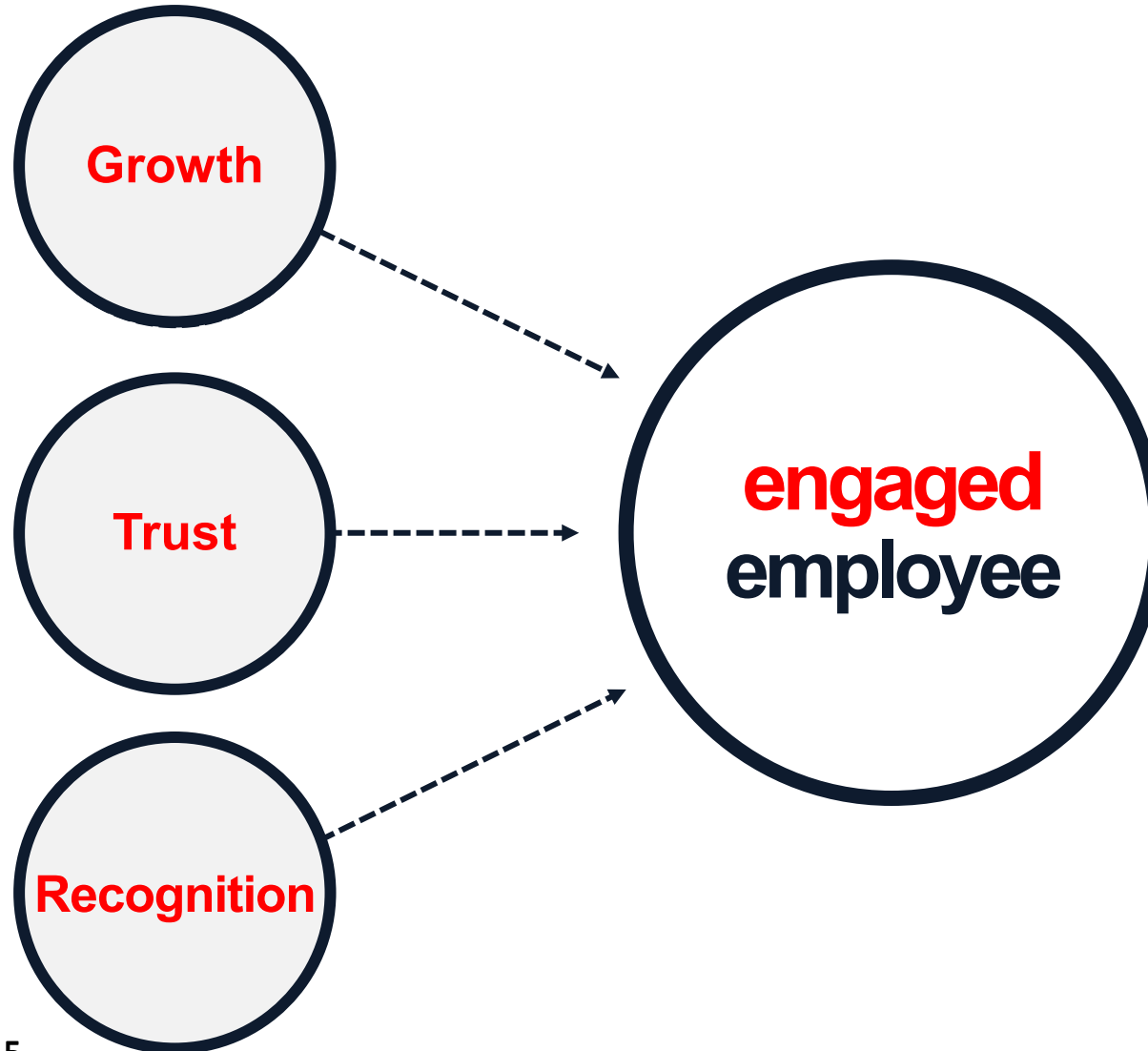
Commit to training
and development

DEVELOP

VALUE

Show employees
that their time and
skills are valued.

Overcoming Workforce Challenges



A Talent Focused Tool – Stay Interviews

- **What kinds of exposures and experiences have you enjoyed most/least; and what kinds of exposures and experiences would you like to have in the future?**
- **Which projects are examples of the kind of work you enjoy most?**
- **What is gratifying to you about working in this organization?**
- **What has contributed to your success in your role?**
- **What are the challenges you are encountering in your role, and what can your manager do to help you overcome them?**

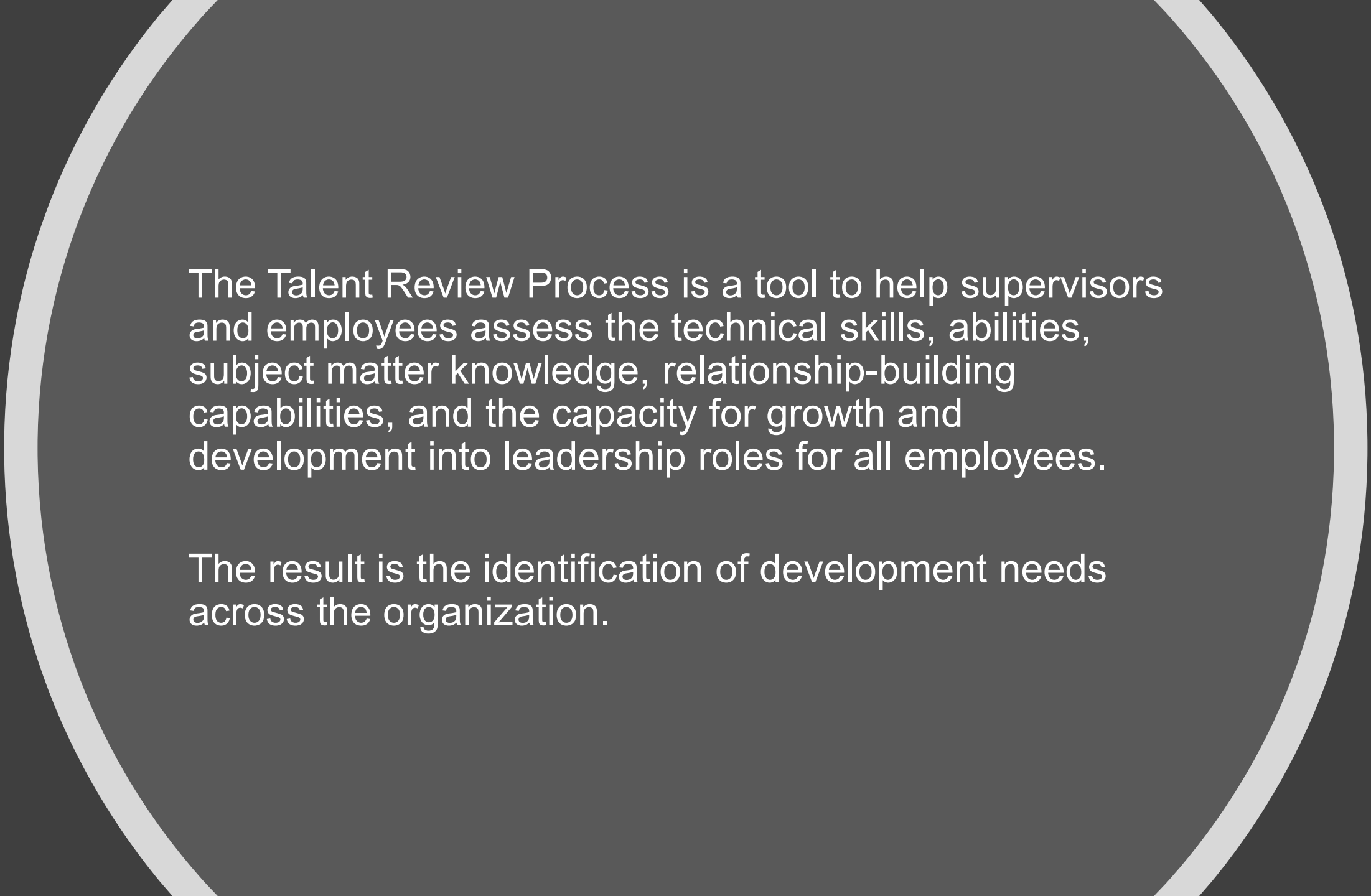
Guiding Principles of Effective Rewards

- **Employees should be able to clearly associate the reward to their accomplishments.**
- **Rewards should support behaviors directly aligned with accomplishing strategic goals and objectives.**
- **Rewards should occur shortly after the behaviors they are intended to reinforce.**
- **Rewards should be tied to passion and purpose, not to pressure and fear.**

Adapted from managementhelp.org

QUESTIONS FOR PREPAREDNESS





The Talent Review Process is a tool to help supervisors and employees assess the technical skills, abilities, subject matter knowledge, relationship-building capabilities, and the capacity for growth and development into leadership roles for all employees.

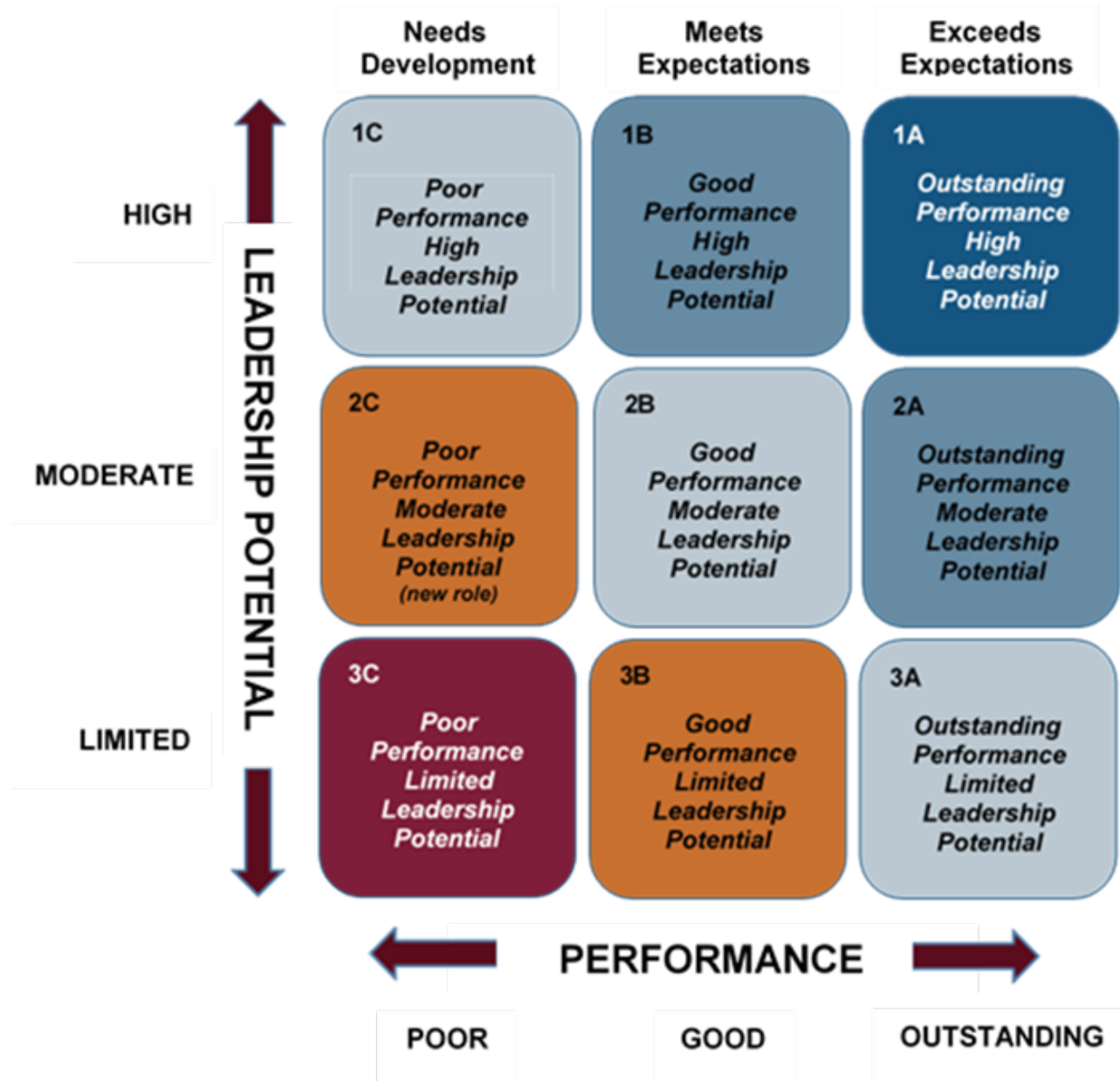
The result is the identification of development needs across the organization.

Identifying Potential:

Talent Reviews – The Process

1. Discuss specific performers and overall talent depth in context to business performance and goals
2. Analyze organizational strengths and challenges
3. Set talent priorities
4. Determine how to further develop talent

9 Box Performance-Potential Matrix



Performance - technical skills, abilities, and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate agency values.

Potential - the ability or capacity for growth and development into a leadership role.

Leader - one who guides, directs, influences, and shows the way to others.

9 Box Performance-Potential Matrix

Outstanding Performance/High Leadership Potential: Definition: Individual is developing faster than the demands of his/her current position and/or division. Individual has been given additional assignments and has demonstrated high-level commitment/achieved significant results. Individual is ready to broaden his/her skill set and take on significantly greater scope and responsibility.

How do I know?

- Consistently performs above and beyond the current scope of his/her job; excels when given additional assignments
- Consistently integrates behaviors associated with agency's values; demonstrates behaviors associated with agency's core competencies
- Consistently seeks new opportunities for learning, leadership development, and advanced experience
- Independently researches solutions to problems and makes recommendations for improvement toward organizational excellence
- Demonstrates systems thinking and agency impact
- Places agency's success above personal achievement



9 Box Performance-Potential Matrix

Outstanding Performance/Moderate Leadership Potential:

Definition: Individual performs well in his/her current job, makes valuable contributions and consistently demonstrates competencies required. May be ready to take on greater scope and responsibility in the next 12 months.

How do I know?

- Performing above expectations; however, manager is not certain about his/her capability to handle increased scope and complexity
- Demonstrated capability to take on more work or additional projects; willingly accepts new assignments of increasing difficulty level
- Seeks opportunities to improve both self and organization
- Shows understanding of organizational mission, values, and core competencies through demonstrated behaviors; seeks to integrate them into daily work



*Outstanding
Performance –
Moderate
Leadership
Potential*

9 Box Performance-Potential Matrix

Leadership Potential:

Definition: Individual is performing well in his/her current job but needs to continue development in current role or may have valuable technical skills but has not exhibited leadership potential. Individual has not demonstrated willingness to take on significantly greater scope and responsibility in the next 12 months.



How do I know?

- Performing at or above expectations
- Has not outgrown his/her current job and has growth opportunities within his/her role
- Seasoned professional with technical skills who does not currently exhibit capacity/desire for continued leadership development
- Understands that organizational mission, values, and core competencies are important but is still inconsistent in demonstration of behaviors and integration into daily work

9 Box Performance-Potential Matrix

Good Performance/High Leadership Potential:

Definition: Individual is contributing as expected and is meeting performance expectations. Individual may be ready to take on greater technical and/or leadership responsibility in the next 12-24 months.



How do I know?

- Solid performer; meets expectations
- A valued contributor to the team
- Demonstrates capacity for advancement
- Frequently demonstrates behaviors associated with agency values and core competencies
- Frequently seeks out new tasks, projects and other opportunities for growth

9 Box Performance-Potential Matrix

Good Performance/Moderate Leadership Potential:

Definition: Individual is currently meeting expectations but may not be willing or able to advance; may not be ready to absorb additional scope or complexity in the next 12-24 months.

- **How do I know?**
- Individual is currently meeting expectations; Solid, consistent technical performance
- May lack demonstrated strategic thinking or relationship skills, may need additional time in current role
- Minimally expresses interest in expanded opportunities
- Demonstrated behaviors associated with agency values and core competencies are not consistent



9 Box Performance-Potential Matrix

Good Performance/Limited Leadership Potential:

Definition: Individual is currently meeting the expectations of his/her role. Individual is not prepared to absorb additional scope or complexity in the next 12-24 months.



How do I know?

- Currently meeting expectations; steady, dependable
- Currently performing up to his/her potential
- If current role changed or expanded in scope, responsibilities may exceed this individual's capability at this time
- Demonstrated behaviors associated with agency values and core competencies are not consistent
- Does not exhibit interest in additional responsibility or leadership role

9 Box Performance-Potential Matrix

Poor Performance/High Leadership Potential:

Definition: Individual is not meeting the requirements in his/her current role. It is possible that individual could be more successful in the current role with more direction or in another role or division that more appropriately suits his/her skill set.



How do I know?

- Does not consistently perform to technical expectations
- Beginning to demonstrate understanding of how the organization operates
- Seeks opportunities for improvement
- May be new in role or new to organization

9 Box Performance-Potential Matrix

Poor Performance/Moderate Leadership

Potential:

Definition: Individual has not been the position long enough to adequately demonstrate his/her technical abilities or may have lost pace with changes in the organization.

How do I know?

- Less than 6 months in position
- Longer term employee who has not progressed or adapted to changes within the organization
- Demonstrates understanding of how the division operates



*Poor Performance
Moderate
Leadership
Potential*

9 Box Performance-Potential Matrix

Poor Performance/Limited Leadership Potential:

Definition: Individual is not meeting performance expectations and there is still more to learn in the current position. There are questions about his/her ability to succeed in the current role long-term.

How do I know?

- Consistently underperforms in his/her role
- Having trouble keeping up with the demands of the current role
- Infrequently demonstrates the behaviors of agency values and core competencies
- Unwilling to take on additional responsibility

*Poor
Performance/
Limited
Leadership
Potential -
Reconsider
position*

Thank You!

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