

THE CHALLENGE: HOW DO WE RETAIN THE PEOPLE WE NEED WHO HAVE CRITICAL SKILLS?

- Organization of 100,000+ across 8 different functional silos, in theory under a centralized HR function for employee training and development, organizational design, and succession planning.
- Certain specific staff skills more critical than they had been in the past and becoming more expensive to replace through hiring.
- Hiring process clumsy and slow: it could not adapt to quickly evolving staffing requirements in financial regulations and industry changes.
- Staff quitting—leaving for better pay, benefits, and career development.

THE TECHNIQUE: ORGANIZATIONAL SUCCESSION PLANNING AND DESIGN PROCESS

- Change the mindset of why to do succession planning. Teach leaders to look for and plan for the future.
- Focus on career development process so that employees want to stay.
- Eliminate *ad hoc* programs and use the power of a centralized HR: training, development, and staff planning gain effectiveness when done in a strategic, deliberate way.
- Apply technology to create useful management data.

THE INTERVENTION

- Developed on-line staff assessment tools for performance management cycles and ad-hoc staff management:
 - For every-day management, built “9 box” toolkit to evaluate staff, see a visual of staff performance and development potential; and
 - For performance management cycles, built a competency modeling toolkit to identify skill gaps, define development plans and get a big picture of future staffing needs.
- HR professionals consolidated the organization’s competency and staff development data using people analytics, enabling oversight and evaluation of organizational structures, staffing needs, and spending.
- Both HR and staff managers could monitor and review data.

THE RESULTS

- Transformed people-management process within the organization: data insight enabled better understand of needs and better use of resources.
- Organization now had the data and tools: addressed staff retention concerns and promotion processes in a systemic and fair manner.
- Data-based organizational redesign: for the first time the organization had a complete and accurate view of what the workforce and structure looked like. The organization could define and design an agile and adaptive organization to face future challenges.