

Human Resources

Here to assist you



MANAGING YOUR CAREER IN CONTEXT

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Johanne Houle
Director Organizational Development



“The future ain’t what it used to be”

- Yogi Berra





Pace of Change & Globalization

- 40 % of employees have been with current employers less than 2 years
- Every day 55,000 baby boomers turn 55
- 60% of jobs in the 21st century require skills possessed by 20% of the workforce
- Seven of the top ten jobs forecasted for 2010 did not exist in 2004
- Current job entrants will average 11 to 13 companies/jobs, positions in their career

Human Capital Institute, Strategic Talent Management – September 15, 2011



Truths in Talent Management

- Cost of a poor hire: \$300K
- Cost of losing a talent \$250K-500K
- % of employees well-suited to their roles: 20%!!!
- Average time for a new manager to become productive: 6 months
- Rate of efficiency at which organizations operate because of poor engagement: 30%
- Value of top performers: 2 to 3 times average performance (high in EI / behavioral competencies)



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TALENT AT WORK means...

Strong

Proficient

Dedicated





STRONG: Our Institution & Our People

AWARENESS:

- Do we know what is changing (within and without)?
- How can we anticipate and prepare for it?
- How do we know we are doing a good job?

ADAPTABILITY & RESILIENCE:

How can we adapt effectively to the unexpected?

Can we learn and strengthen from experience?





Your strength is in KNOWING YOURSELF... IN CONTEXT

What are my strengths and areas for development?





PROFICIENT: Ever-evolving



- How do we anticipate the changing needs in terms of knowledge and abilities/skills?
- How do we ensure a common language/model for identifying, developing and recognizing talent?
- How do we ensure we have the RIGHT people in the RIGHT jobs?
- How do we ensure continuous learning and development?

How do you know you are doing a good job?



"The complaints against you are as follows: You don't return calls, you don't encourage your staff, and you're nobody's best friend."





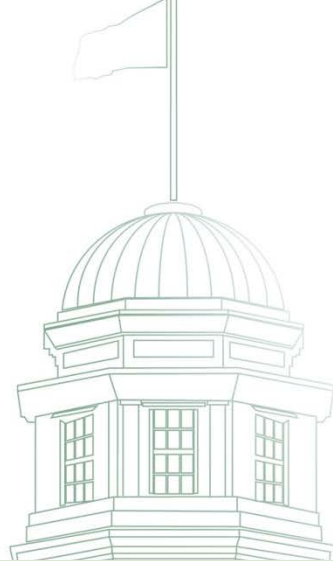
Competencies – The Language of TALENT MANAGEMENT





Competencies at the Heart of YOUR Career Management





Competencies at the Heart of our Future

1. Change Agility
2. Resourcefulness
3. Teaming
4. Managerial Courage
5. Self-Awareness and Management
6. Client Service Orientation
7. Performance Orientation



Employee DEDICATION

- How can we ensure that our employees maintain a sense of purpose and contribution?
- How can we ensure that recognition is given fairly and objectively across this large institution?
- How can we truly promote continuous learning and development in our workplace?





Challenge & Opportunity: Decentralization, Insularity & Diversity



Art by Ruxana



Challenge & Opportunity: Culture Change





Challenge & Opportunity: Time & \$





Key Considerations

- Collaborating/partnering for excellence in client service
- Systems perspective
- Walking Our Talk – communications, actions
- Objectivity and adaptability
- Transparent communications: needs, expectations, feedback
- Continuous learning (individual, unit, McGill)



Performance Dialogue – Vision & Realities

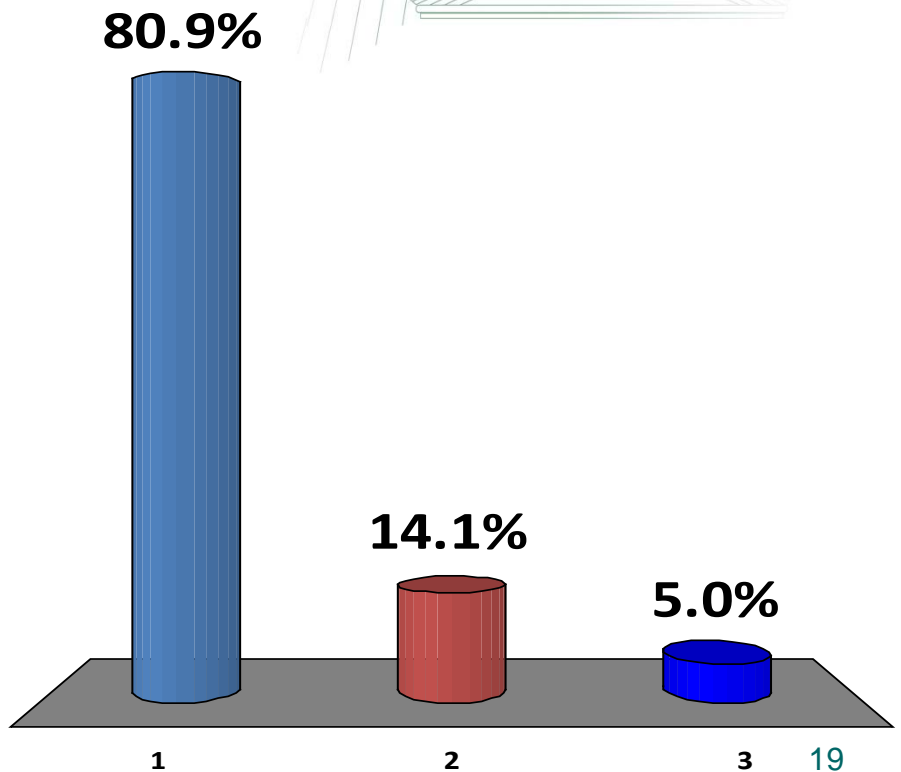
- A critical opportunity
- Key components of talent management and career development
- Empower yourself:
 - Set learning and career goals
 - Recognize how you learn best
 - Track your progress
 - Keep records of successes
 - Document learning with examples
 - Seek what you need (coach, mentor, training)



Clicker Question 1

Should Performance Dialogue be made mandatory for all supervisors of M's?

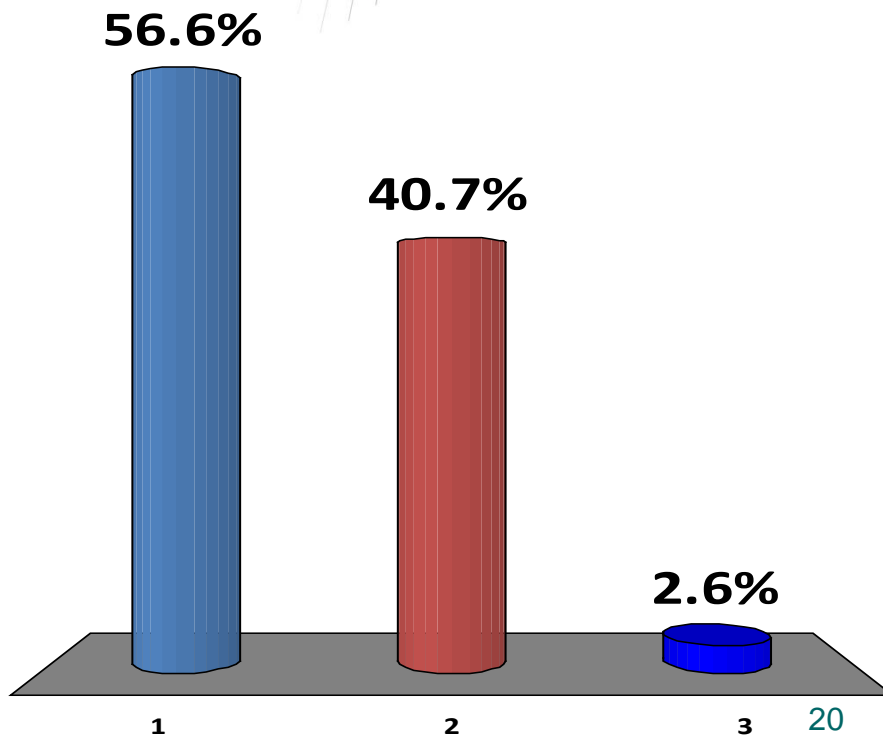
- 1. Yes
- 2. No
- 3. Don't know



Clicker Question 2

In your performance dialogue, do you and your supervisor identify your developmental goals for the coming year?

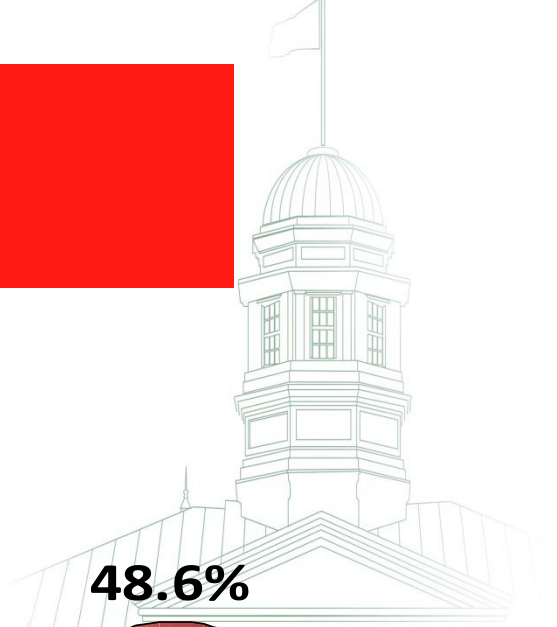
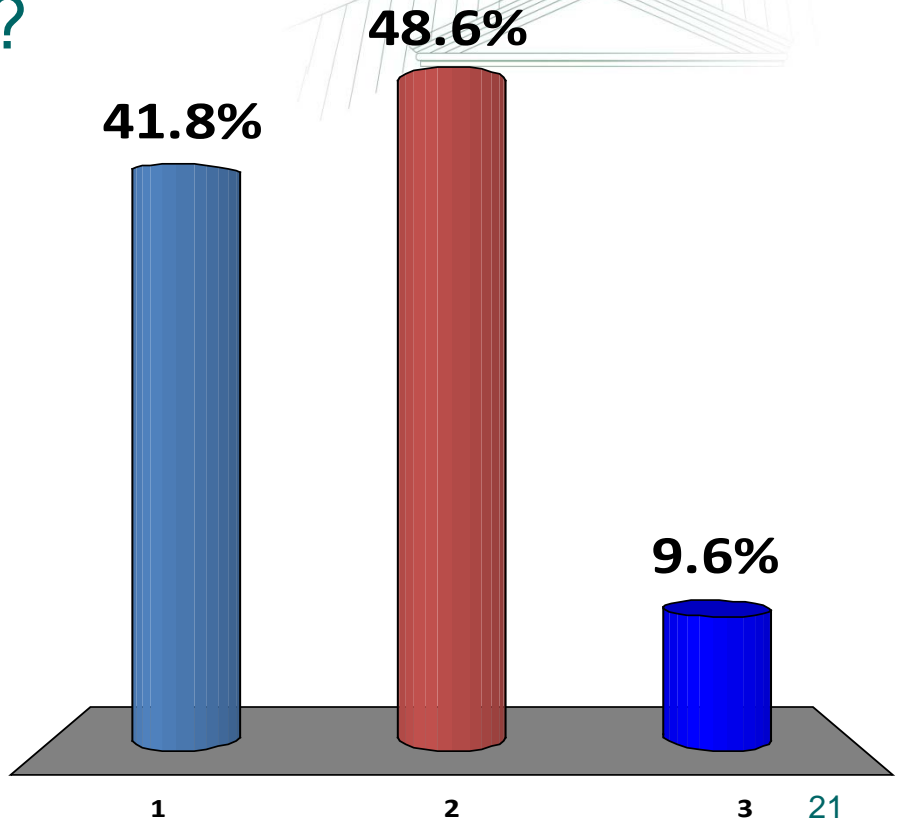
1. Yes
2. No
3. Don't know



Clicker Question 3

Do you use behavioural competencies as part of your performance dialogue?

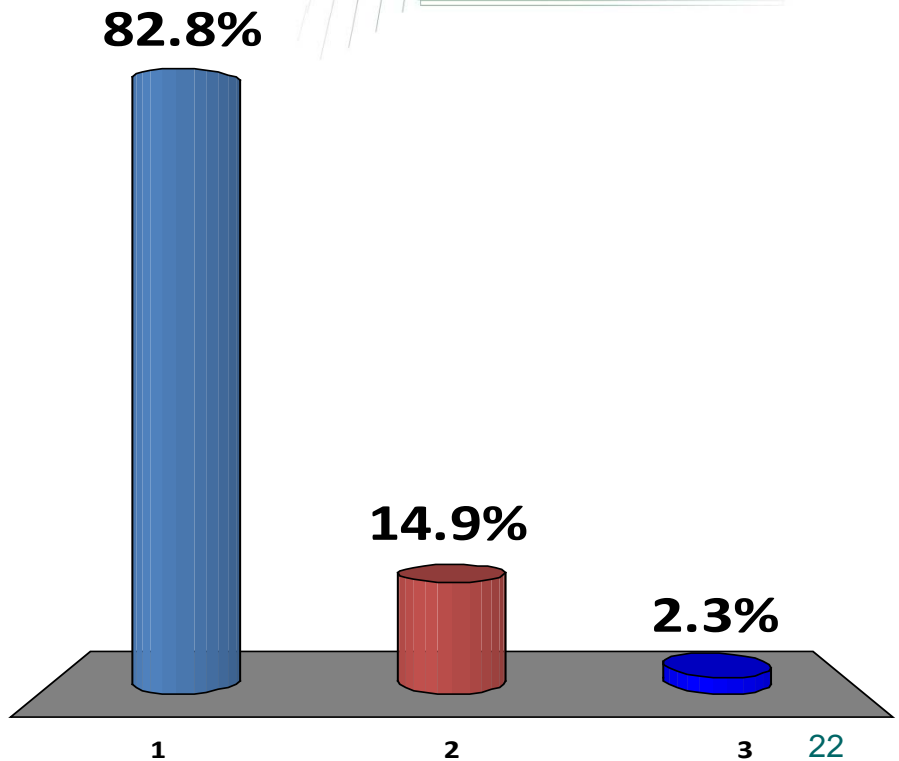
- 1. Yes
- 2. No
- 3. Don't know



Clicker Question 4

Should each full-time M-category employee be required to engage in at least a minimum of training hours each year?

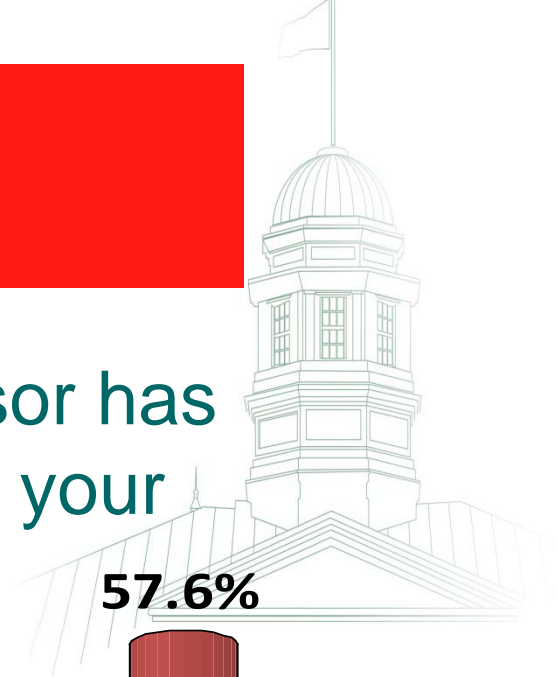
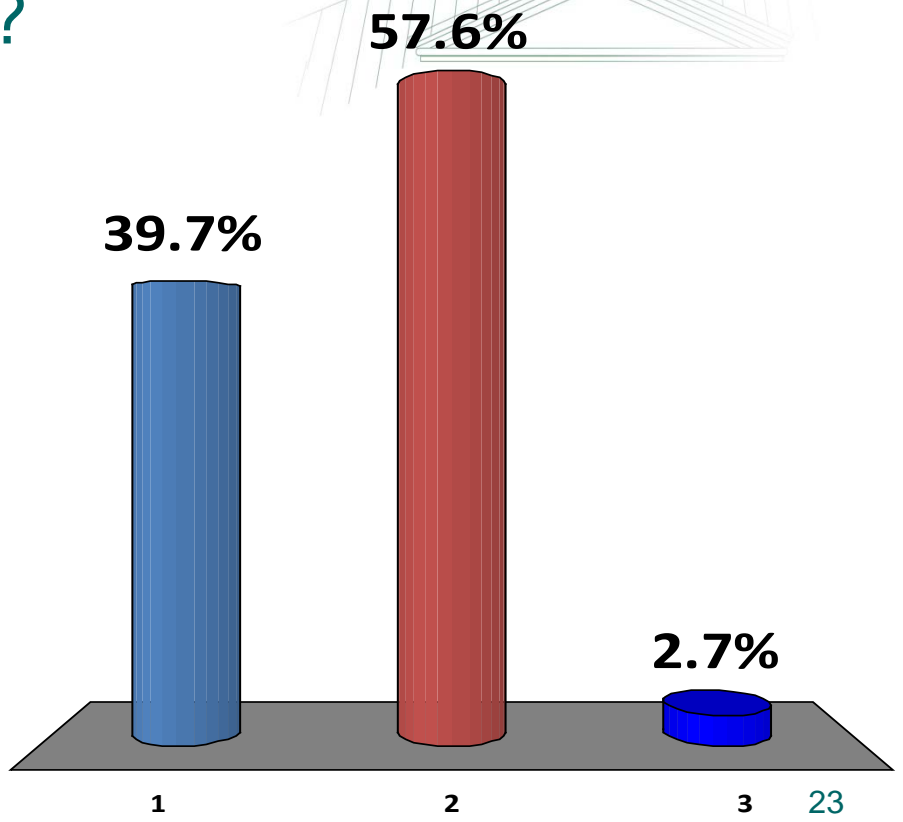
- 1. Yes
- 2. No
- 3. Don't know



Clicker Question 5

Do you trust that your supervisor has the skills to effectively conduct your performance dialogue?

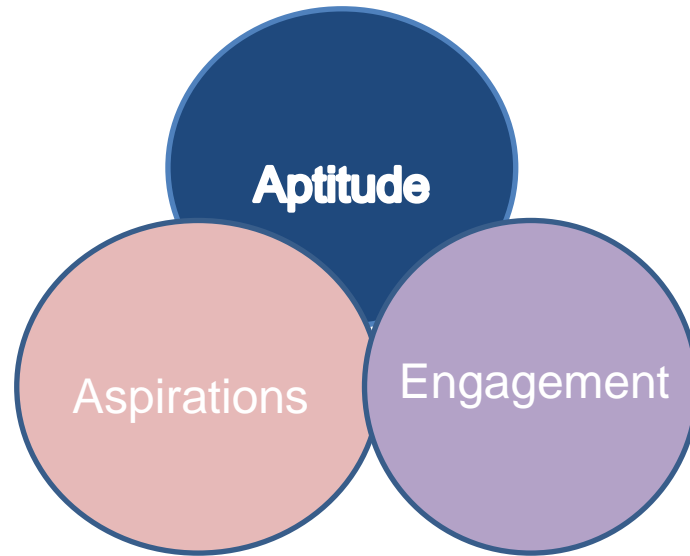
- 1. Yes
- 2. No
- 3. Don't know





Maximize Your Potential

- 3 interdependent variables



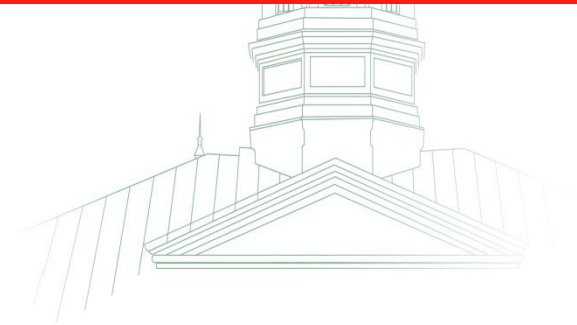
What risks might warrant attention?

- Lack of up-to-date technical skills
- Lack of knowledge transfer/sharing
- Reputation – unresolved conflict, historical challenge, personal relationship, social media persona
- Image – dress, communication, body language, discretion, attitude
- Limited visibility or exposure
- Alliances and political challenges
- Old labels
- Other



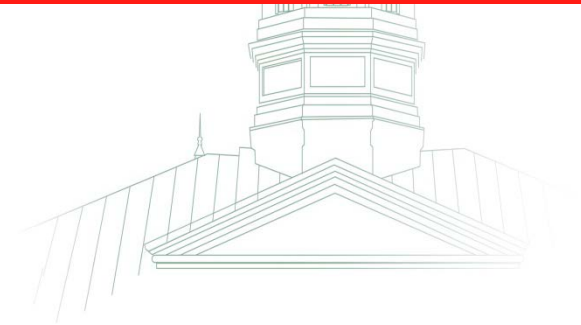
Where are the opportunities?

- Learning communities
- Performance Dialogue
- Mentoring
- Coaching
- Informational Interviewing
- Cross-training
- Job shadowing



Where are the opportunities?

- Lateral transfers
- Developmental assignments
- Committee work / projects
- Self-directed learning (documented)
- Formal training – internal & external (HR, ICS, Continuing Studies, Executive Institute, etc.)





**Keep Your EYE
on Concrete Initiatives**

SRI - Talent Management System

SRI - Workforce Planning

Pilots -
Succession
Planning

KPI: Client Service

Employee
Engagement &
Feedback Mechanisms

Career Development/
Performance
Management

**Together We Stand...
for a BRIGHT FUTURE**

