Dattner Consulting, LLC

Individual and team assessment and development

Human Capital Management Process Overview for Phases 1, 2 and 3



Human Capital Management Process Phase 1: Employee Recruitment and Selection



Along with key stakeholders:

> Define tasks, responsibility, authority

Determine competencies for success

Develop
comprehensive job
description

Design recruiting and staffing strategy

Leverage role definition to:

Design accurate assessment process

Administer assessment battery and conduct structured interview

 Train interviewers for accurate and legal interview techniques and content Partner with stakeholders and new employee to:

Design developmental on-boarding plan via assessment results

Draft an employee "user's manual"

Coach employee through the first 90 days Assemble team and all

Review the process steps taken in Steps 1-3

participants to:

Develop a list of key insights and best practices

Evaluate/improve phase 1 and prepare for phases 2 & 3

Human Capital Management Process Phase 1 Step 1: Role Definition

Define tasks. responsibilities, authority

Gather information from incumbents, supervisors, subject matter experts, and other stakeholders

Organize, analyze and synthesize the input

Create a "database" of information about the job

Create foundation for legal defensibility for selection methods and decisions



competencies for success

Identify critical performance requirements

Identify the employee characteristics, including knowledge skills and abilities, required for successful performance

Establish benchmarks with incumbents and other companies

Develop a comprehensive job description

 \succ Integrate the tasks, responsibilities, and authority with required employee characteristics

Weight and/or rank requirements

> Draft a comprehensive job profile

> Develop "marketable" job description for recruiting



Design recruiting and staffing strategy

Develop and implement a sourcing plan

Establish screening procedures

Generate candidate pool

Review and screen candidates

Develop "short list" for further consideration

Human Capital Management Process Phase 1 Step 2: Selection Assessment

Design accurate assessment process



Identify methods that isolate and measure candidate characteristics and differentiate among candidates

Develop an assessment battery

Create legal, relevant, and valid structured interview questions

 Validate appropriate application via research, benchmarking, and followup

Ensure legality of the assessment system Administer assessment battery & conduct structured interview

 Schedule interview, testing and travel logistics

 Administer assessment battery

Interview candidates

Ensure legal defensibility of interview content

Draft comprehensive candidate profile and hiring recommendation based on assessment and interview results Train other interviewers on accurate & legal techniques & content

Conduct interviewer training workshops

Explain the problems with unstructured interviewing

Highlight the legal issues involved with employee selection and interviewing

Train participants on the best practices for legal and accurate interviewing

Practice developing and asking structured interview questions

Human Capital Management Process Phase 1 Step 3: On-Boarding

Design developmental onboarding plan via assessment results



employee "user's manual"

an

Partner with the new hire to identify his/her work style, idiosyncrasies, strengths, weaknesses, preferences, pet peeves, etc.

Draft a "user's manual" with new hire to share with coworkers to aid in relationship building and collaboration

Help new hire develop communication/roll-out strategy for sharing his/her manual



Aid new hire in making a break from past role and to develop systematic learning plan

Help diagnose and clarify business situation and identify opportunities for quick wins

Assist new hire and manager to establish solid working relationship

Help identify from whom help/support is needed

Provide council for keeping balance and perspective

Distinguish strengths and developmental needs for the new-hire vis-à-vis the position requirements

Partner with supervisor to design a training and development plan for new hire: a roadmap for the first 90 days on the job

Help develop a cultural and team assimilation plan to integrate the new hire

Human Capital Management Process Phase 1 **Step 4: Process Check and Debrief**

Review process steps taken in Steps 1-3



 \succ Gather information. documents, metrics, etc. about the results of HCM steps 1-3

>Lead a process check discussion(s) with all participants

Identify what worked well and what could be improved

> Synthesize the input from the process check discussion(s) to identify common, relevant, actionable, important themes

insights and best

practices

Clarify and document insights regarding process design, execution and results

Develop best practices that will inform team for the next HCM process iteration as well as other processes within the organization



Evaluate/improve phase 1 and prepare for phases 2 & 3

Formally conclude the HCM Phase 1

Prepare team and new hire for Phases 2 & 3

Establish next steps for the team and/or new hire to lead into Phases 2 & 3

> Implement best practices for next iterations of the different HCM process Phases

Human Capital Management Phase 1



Human Capital Management Process Phase 2: Developing the Individual for Success

Current Role Definition

Along with key stakeholders:

Define tasks and responsibilities

Determine competencies for success

Establish lines of authority and accountability

 Identify potential changes in role based on new employee's skills, abilities, etc.



Along with supervisor or other authorized leader:

Clarify the purpose(s) of the evaluation

> Determine the success factors to be measured

 Design methodology for valid, accurate, comprehensive evaluation

Collect and analyze data for development, promotion, or restructuring

Coaching, Development & Training

Partner with supervisor or leader and employee to:

Clarify the nature of the engagement and explore client goals

 Prioritize client strengths and weaknesses

Develop and implement an goaloriented action plan

Evaluate client progress and utility of the program

Process Check & Debrief for Phase 2

Assemble team and all participants to:

Review the process steps taken

Develop a list of key insights and best practices

Evaluate/improve HCM Phase 2 and prepare for Phase 3

Human Capital Management Process Phase 2 Step 1: Current Role Definition

Define tasks and responsibilities

Gather information from incumbents, supervisors, subject matter experts, and other stakeholders

Organize, analyze and synthesize the input

Create a "database" of information about the job

Create foundation for evaluation and development



Identify critical

performance requirements

Clarify the employee characteristics, including knowledge skills and abilities, required for successful performance

 Verify success factors with incumbents, supervisors, subject matter experts and other stakeholders Establish lines of authority and accountability

 Identify and prioritize the concerns of all stakeholders

Establish clear lines of accountability with supervisor and subordinates

Establish all dotted lines of accountability with other stakeholders

Delineate realms of authority for the individual and for others



Identify role changes with staff turnover

Identify ways in which the responsibilities, authority, and accountability have changed

Develop communication plan to convey changes to stakeholders

Design method to hold others accountable for adapting to role change

Human Capital Management Process Phase 2 Step 2: Evaluative or Developmental Assessment

Clarify purpose(s) of the evaluation

Work with supervisor to determine the purposes of the evaluation

 Ensure alignment among supervisor, employee, stakeholders, and coach



Prioritize job responsibilities and competencies for the employee

Identify critical factors for this assessment

 Gather all relevant information to establish benchmarks, past performance, expectations, changes, etc. Design evaluation methodology

Identify methods that isolate and measure employee performance and characteristics, i.e.: interviews, 360° feedback

Identify all relevant, legal and valid sources for data collection

Develop data collection sequence, timeline, process, and participants

Validate methodology via research, benchmarking, and follow-up Collect and analyze employee data

Interview employee to gather selfassessment data

Administer test batteries, where applicable

➢ Gather 360° feedback from supervisor, peers, subordinates

Synthesize data to identify strengths and weaknesses that are known and unknown to the employee and known to others

Human Capital Management Process Phase 2 Step 3: Coaching, Development and Training

Clarify nature of engagement & explore goals

Build trust with employee by addressing concerns of confidentiality, resistance to change, potential payoff for change, and the future vs. the past

Clarify coach's role as partner, the organization's commitment to success, and boundaries for the engagement

Discuss employee's areas for improvement, org's needs, and aims of coaching



 Sift through known/unknown strengths/weaknesses information gathered in assessment step

Identify where the individual needs or wants to be in comparison to where he/she is

Establish the organization's standards for the individual

Select 2-3 priority areas of focus for development Develop and implement action plan

Develop specific and measurable goals with the individual

Build in processes to enhance and sustain motivation

Develop a method for changing any habits that constrain performance

 Involve the organization and leverage its resources to facilitate change

Establish a communication plan to manage the impacts of change



Evaluate client progress and program utility

 Gather 360°
feedback at set intervals

Encourage high levels of accountability with the individual

> At conclusion of formal coaching engagement, measure the individual's progress

Develop a set of metrics to gauge the program's effectiveness

Human Capital Management Process Phase 2 **Step 4: Process Check and Debrief**

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Formally conclude the HCM Phase 2

 \succ Prepare team and individual for Phase 3

Establish next steps for the team and/or individual to lead into Phase 3

Implement best practices for next iterations of the different HCM process Phases

Human Capital Management Phase 2



Human Capital Management Process Phase 3: Developing the Team for Success

Performance Conditions Clarification

Along with leader and team members:

Establish a clear and engaging direction for the team

Identify necessary material resources for team performance

Develop processes to monitor, forecast, plan and take action to ensure optimal performance conditions Process Design & Implementation

Along with leader and team members:

Ensure that performers are aligned and energized

Develop processes for smooth, unconstrained task execution

Develop processes to monitor, forecast, plan and take action to change and improve processes Team Outcome Evaluation/ Improvement

Along with leader and team members:

Develop success metrics and communication processes with the group's customers

Establish team and individual learning processes to improve team performance

Develop processes to monitor, forecast, plan and take action to improve overall outcomes

Process Check & Debrief for Phase 3

Assemble team and all participants to:

Review the process steps taken

Develop a list of key insights and best practices

Evaluate/improve
HCM Phase 3 and
prepare for next Phase

Human Capital Management Process Phase 3 **Step 1: Performance Conditions Clarification**

Secure necessary

team performance

Establish clear and engaging direction for the team



Help build team structure that is facilitative, focusing on tasks, composition and norms

Engage the organization to build a supportive context, including rewards, education and information

Clarify the role of the leader

Continually engage expert coaching at key intervals

Establish team performance requirements, including output, timelines, and quality measures

 \succ Identify the necessary resources to achieve objectives, including human resources, finances, information, and authority

Negotiate for and assemble resources required for successful performance

Develop monitoring, planning and action processes

 \geq Build set of metrics against which to measure adequacy of the performance conditions

Establish sufficient measurement intervals and measure performance

Leverage information to evaluate and improve team performance conditions

Human Capital Management Process Phase 3 **Step 2: Design and Implement Team Processes**

Ensure that performers are aligned & energized



> Clarify any issues with roles and responsibilities (leverage insights from phase 2)

> Ensure that ample effort is budgeted and applied to the tasks

> Align individuals with sufficient levels of information and skills with performance tasks

Select appropriate performance strategies required for tasks

Identify critical tasks for successful performance

for smooth task

performance

 \succ Identify links, interdependencies, inputs/outputs, etc. among the various tasks

Develop processes that minimize error, cost and time to ensure sequential task performance

Test processes in advance of full roll-out



 \geq Build set of metrics against which to measure adequacy and efficiency of the team's processes

Establish sufficient measurement intervals and measure process output, efficiency, etc.

Leverage information to evaluate and improve team processes

Human Capital Management Process Phase 3 Step 3: Evaluate and Improve Performance Outcomes

Establish team and

individual learning

processes

Develop success metrics and customer communication plan



 Establish mutual understanding with customer for performance criteria

Clarify/develop the metrics that the customer will use to measure performance

Establish a customer communication plan regarding performance, changes, metrics, etc. Develop norms for crediting and blaming team members, admitting mistakes, and sharing lessons learned

Create a database to record cause/effect and other key learnings

Implement process checks at key intervals

Develop a system to hold team members accountable for learning on the job Develop monitoring, planning and action processes

Build set of metrics against which to measure adequacy of the team's performance outcomes

 Establish sufficient measurement intervals and measure outcomes

Leverage information to evaluate and improve team performance outcomes and customer satisfaction levels

Human Capital Management Process Phase 3 **Step 4: Process Check and Debrief**

insights and best

practices

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Clarify and document insights regarding process design, execution and results

Develop best practices that will inform team for the next HCM process phases iteration as well as other processes within the organization



Formally conclude the HCM Phase 3

Prepare team and individual for next Phase

Establish next steps for the team and/or individuals to lead into next Phase

> Implement best practices for next iterations of the different HCM process Phases

Human Capital Management Phase 3



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