Talent Management
Stanford IT Services

Dani Aivazian
Stanford University

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Stanford IT Services – talent management model

Anticipate and plan for the future

Establish and maintain alignment

Build on organizational strengths and grow talent

Image Credit: iStockPhoto used with permission
Stanford IT Services – *talent management model*

*Establish and maintain alignment*

**Job Descriptions**  
(setting and documenting expectations)

**Performance Management**  
(goal-setting, performance measurement, performance evaluations  
*Key Tools*: ePerformance (IPP); Performance Improvement Plans/PIP)

**Competency Models**  
(Stanford Leadership Competencies; IT Services IPP/360 Behavioral and Leadership Competencies [currently being revised]; workgroup Competency Profiles that document expectations for technical and management/leadership roles, with cumulative skill/competency progressions)

**Orientation**  
(under construction)

*Anticipate and plan for the future*

**Staff Portfolio Management**  
(talent management based on assessment of results delivery, meeting commitments, meeting expectations for future performance, capacity, and interest in growing to the next level [either technical or management]  
*Key tools*: 9Block assessments for leaders/managers, individual contributors, workgroups; rotational assignments, term assignments)

**Skills and Competencies Assessments**  
(*Key tools*: 360 for Managers and Directors; departmental Skills and Competencies Assessment)

**Succession Planning**  
(*Key tool*: Succession Readiness Grid)

**Strategic Planning**  
(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

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(Training classes and other skills/competency development; Leadership Development Library/ThinkBox)

**Coaching and Mentoring**  
(formal program; informal and peer mentoring; ITLP and external mentoring)

**ITLP/SSLDP** (and other leadership development programs)

*Note that organizational, strategic, management communication is a tool that supports and enables every other tool in this toolbox*
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### IT Services Talent Management Tools

#### Job Description TEMPLATE

<table>
<thead>
<tr>
<th>Primary Purpose(s)</th>
<th>Summarize the basic function(s), general purpose, and role of this job.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties and Responsibilities</td>
<td>Statements that describe the major duties and responsibilities of this job. Include only responsibilities related to the primary function of the job where failure to perform them would have serious consequences.</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Describe the technical or business knowledge required to complete the job's primary responsibilities.</td>
</tr>
<tr>
<td>Education</td>
<td>Required and desired level of educational background to perform this job.</td>
</tr>
</tbody>
</table>
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**IT Services Talent Management Tools**
Performance improvement Plan

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Discussion Points / Overall Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title/Position:</td>
<td></td>
</tr>
<tr>
<td>Classification/Grade:</td>
<td></td>
</tr>
<tr>
<td>Executive Director:</td>
<td></td>
</tr>
<tr>
<td>Manager/Supervisor:</td>
<td></td>
</tr>
<tr>
<td>Measurement:</td>
<td></td>
</tr>
</tbody>
</table>

**Performance Improvement Plan**

<table>
<thead>
<tr>
<th>Goals and Deliverables</th>
<th>Expectations</th>
<th>Measure</th>
<th>Status and Other Notes</th>
</tr>
</thead>
</table>

**APPENDIX - Role Description**

**INSERT**
Establish and maintain alignment

Job Descriptions
(setting and documenting expectations)

Performance Management
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Orientation
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<table>
<thead>
<tr>
<th>Leadership Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Attributes</strong></td>
</tr>
<tr>
<td>🡿 Adaptability and Flexibility</td>
</tr>
<tr>
<td>🡿 Courage and Conviction</td>
</tr>
<tr>
<td>🡿 Emotional Intelligence</td>
</tr>
<tr>
<td>🡿 Ethics and Values</td>
</tr>
<tr>
<td>🡿 Integrity and Trust</td>
</tr>
<tr>
<td>🡿 Intellectual Agility</td>
</tr>
</tbody>
</table>

Note: This is an example of a competency model in use at Stanford. Specifically, this is the Stanford Leadership Competency Model.
Establish and maintain alignment

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(setting and documenting expectations)

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goal-setting, performance measurement, performance evaluations

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IT Services Orientation

Revised Program Materials

DRAFT 091809 v7
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(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

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Note: The 9Block tool was developed specifically for IT Services, and was originally based on organization effectiveness tools used by Sun and Cisco.

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Note: IT Services’ 360 assessment tool is 49 questions based on the IT Services competency model. The survey is administered by an external vendor (3DGroup) to assure feedback confidentiality.
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**SUCCESION READINESS GRID**

Complete the “succession readiness grid” to identify employees who could fill specific job roles or assignments in the future, skills, knowledge, and attributes needed to be successful. This groundwork is followed by identifying employees and their tie-in.

<table>
<thead>
<tr>
<th>ORGANIZATION:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THE ROLE</strong></td>
<td><strong>READY NOW</strong></td>
</tr>
<tr>
<td>CRITICAL JOB / ROLE</td>
<td>NAME</td>
</tr>
<tr>
<td></td>
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**Notes:**
For **Capable? Interested?** column, note more than yes/no, note key rationale plus areas for development.

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Where to find the tools

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<tr>
<th>ESTABLISH AND MAINTAIN ALIGNMENT</th>
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<tbody>
<tr>
<td><strong>Tool</strong></td>
<td><strong>WHERE TO FIND IT</strong></td>
</tr>
<tr>
<td>Job Descriptions</td>
<td>Templates for creating job descriptions are available through IT Services HR and at <a href="https://www.stanford.edu/dept/its/group/allstaff/hrprograms.html">https://www.stanford.edu/dept/its/group/allstaff/hrprograms.html</a>; contact IT Services HR for current job descriptions</td>
</tr>
<tr>
<td>Performance Management</td>
<td>For IT Services’ performance management process and current IPP forms, go to: <a href="https://www.stanford.edu/dept/its/group/allstaff/programs/employeedevelopment/performmt.html">https://www.stanford.edu/dept/its/group/allstaff/programs/employeedevelopment/performmt.html</a>. (Note: This information will be updated to reflect the new ePerformance tool and process)</td>
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<td>Strategic Planning</td>
<td>Templates for workgroup quarterly roadmaps and technical strategy documentation are available from your Director; current workgroup quarterly roadmaps may be found at: <a href="http://its.stanford.edu/roadmaps">http://its.stanford.edu/roadmaps</a>; and the current Strategic Plan may be found at: <a href="https://www.stanford.edu/dept/its/group/allstaff/its/">https://www.stanford.edu/dept/its/group/allstaff/its/</a></td>
</tr>
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<td>Templates that support Staff Portfolio Management include 9Block tools for workgroup and individual contributor assessments, and 9Block tools for leadership/management assessment; blank templates and process guidelines are available from your ED</td>
</tr>
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<td>Skills and Competencies Assessments</td>
<td>Workgroup-specific tools and analysis are created in the course of a facilitated organizational effort; for example, Competency Profiles are updated/created in the course of Skills and Competency Assessments; (Note: Some workgroups have existing (potentially out-of-date) competency profiles which may be found at <a href="https://www.stanford.edu/dept/its/group/allstaff/model.html">https://www.stanford.edu/dept/its/group/allstaff/model.html</a>; this website itself is currently out of date and will be updated/replaced at some point in the future). There is a technical skills/competency assessment currently underway in Computing Services; contact your ED for more information</td>
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<td>Development Plan templates are currently available through your ED and will soon be posted on the web (URL TBD); development plans are also created as a result of Skills/Competency Assessments and Staff Portfolio Management-related 9Block assessments; skills-building classes and other competency development opportunities (such as project/governance group membership, etc.) should be included in Development Plans</td>
</tr>
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<td>Coaching and Mentoring</td>
<td>Contact your Director/ED for additional information</td>
</tr>
<tr>
<td>ITLP/SSLDP</td>
<td>Contact your ED for information about these leadership development programs; nominations for these programs are determined annually by the EDs</td>
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</tbody>
</table>

*Communication is a two-way tool that supports and enables every other tool in the Talent Management Toolbox; cascading communication points are typically included in itsinbits and through management lines; contact your Director with questions and concerns related to communication*