

Talent SCM Vision 2025



Michigan Career Education Conference

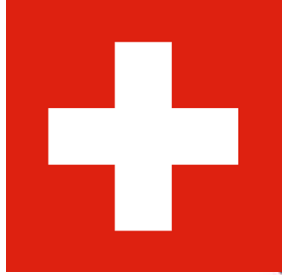
Amway Grand Plaza Hotel – Grand Rapids, Michigan – January 31, 2011

Bill Guest (co-authored with Tom Karel) and Dennis Dunlap

Why Talent SCM?



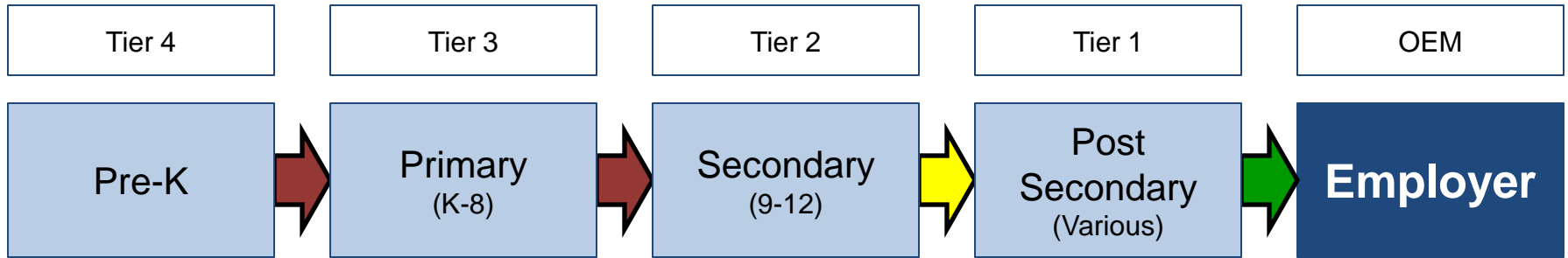
People are people. People are not parts moving through a logistics system. Understood and agreed. We selected **talent supply chain management** as a framework because **business leaders understand** that framework. And, we need business leaders to embrace this work and participate in the **leadership of transformational change.**





Systems - Navigation, Flight, Environment, Landing, Electrical, Hydraulic, etc.

The Talent Supply Chain



Push or Pull?



Predictable, uniform, certain



“Employers work to make things predictable, uniform, and certain. Predictability, uniformity, and certainty are universal goals of executives. The **National Career Readiness Certificate** does this for the hiring process.” Mac MacIlroy, Past President, MMA, 2008

Trends



Information



Information that was scarce is now abundant. We spend less time searching and collecting scarce information and more time filtering and organizing the **abundance of information** available to us. Media is shifting from place-based paper to globally available digital formats. 8

Community



The center of our belonging is moving from solely being members of local communities to members of the **global** community.

Work



We work less in top-down command and control organizations and more in **teams and networks**.

Communication



We are communicating less with letters and newspapers and more with email, on-demand digital feeds, and on-line multimedia news. Friends and local editors have less influence over our thinking as they compete for our attention. We have **more choice and control** over the information sources upon which to base our thinking.

Learning



Learning is moving from traditional professional instructor-led environments and material organized with professional pedagogy to **self-directed, on-demand learning.**

Careers



Career development is moving from collecting experiences to **building competencies**.

Personal Responsibility



There are overarching themes within the above trends. That is from “push” to “pull.” And, from **other directed to personal responsibility.** We now have the opportunity and responsibility to build our skills. **14**

Reflections

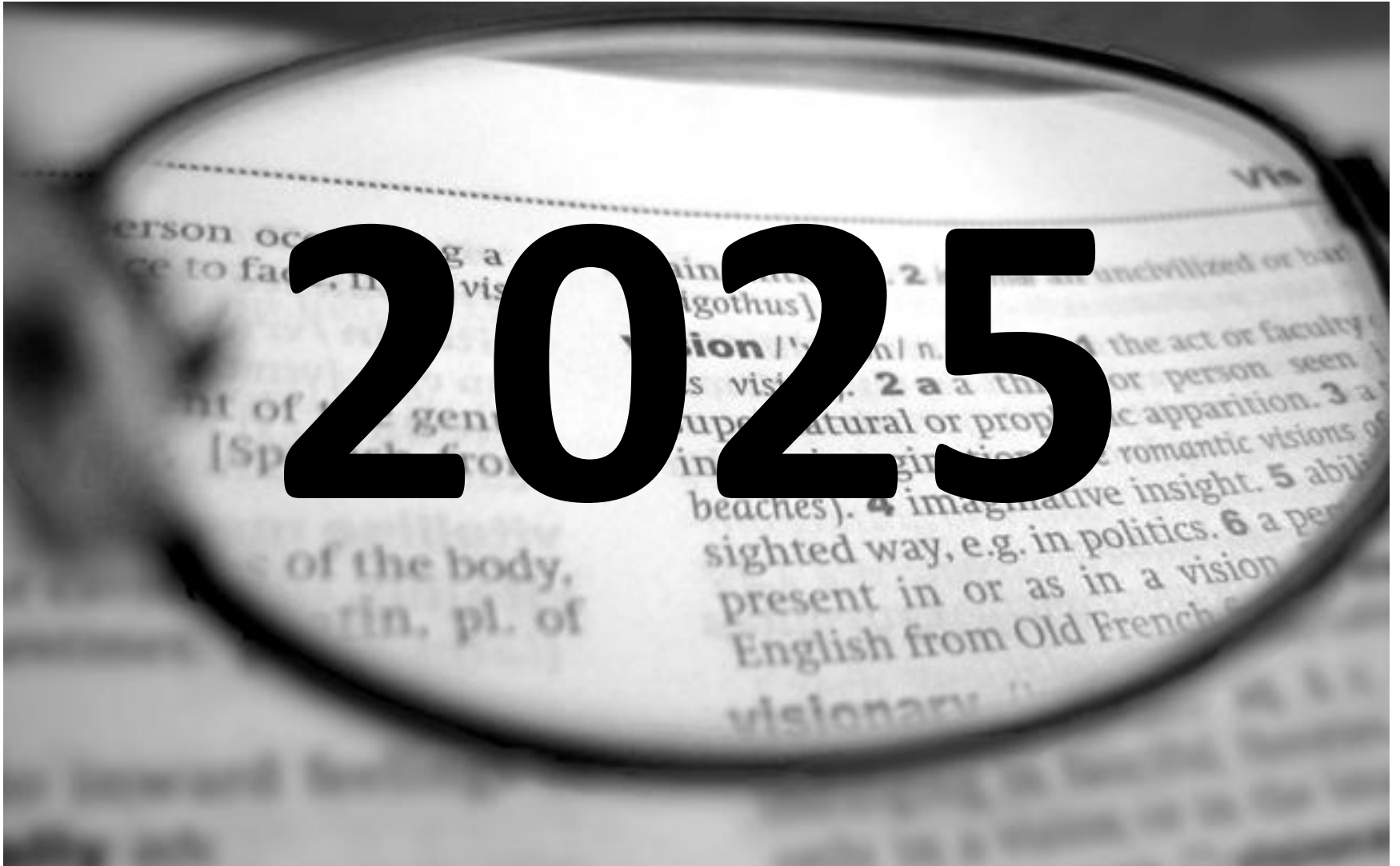


On the positive side we have more **individual liberty**, opportunity, and **responsibility** for ourselves.

The price we pay is that we are, to a larger extent, **on our own**. We must **take care of ourselves**.

The challenge we have as a society is to help each individual develop the **capacity to care for their career** needs.

Vision



Clarity Around Competencies

**Competency
Based
Management**



We will have more clarity around competencies. We will think of experiences in the context of their **impact on building our competencies**. We will all know what we are good at and we will all have plans to develop and **exploit our strengths**.

Self-Directed Career Paths



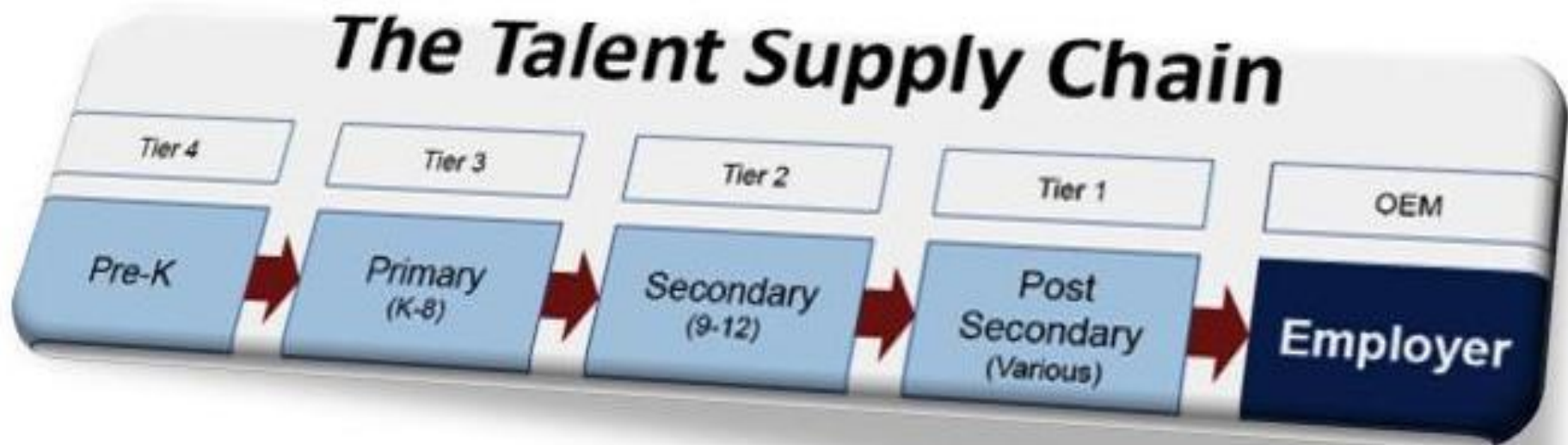
We will access and utilize self-directed career paths. We will all be called upon to do a better job of self-assessment and we'll know how to use that information to move forward. In other words: We'll each need to know the **current state** of our skills, have a plan for the **future state** of our skills, know how to do a **gap analysis**, and create **learning plans** to eliminate the gaps.

Pull From Employers



Our talent development system on all levels will be driven by the pull from employers. Employers will be thinking and saying “We are working on **improvements in our talent supply chain**” rather than “They need to fix the schools and workforce system.” Rather than expecting “them” to fix the systems, employers will be focused on communicating requirements and providing planning information to help talent suppliers meet the requirements.

Attributes of the System

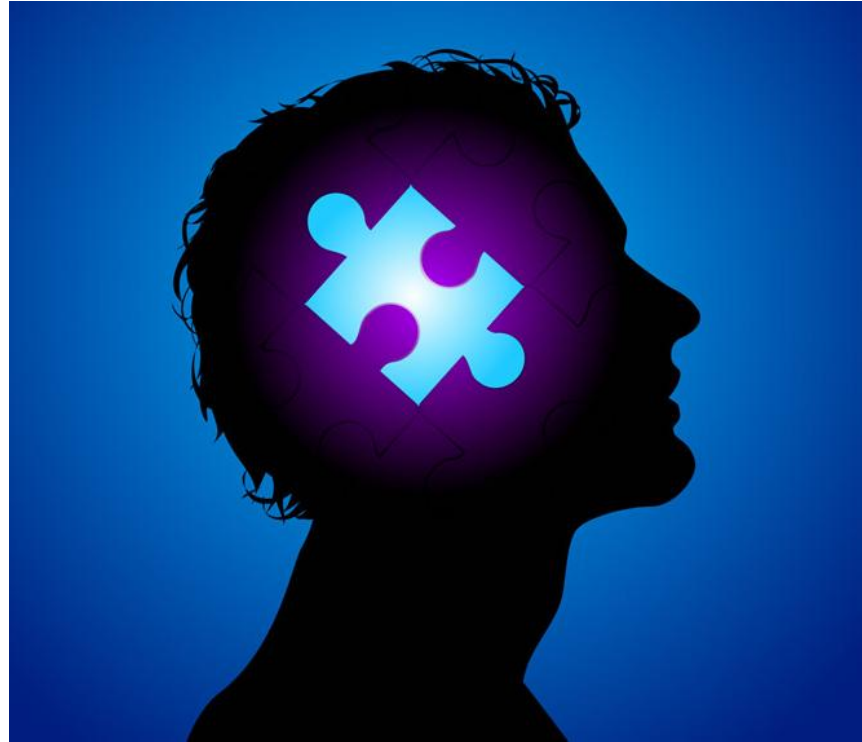


Talent Supply Chain Management



Talent SCM will be common practice. Just as managers have learned how to manage global material and service supply chains, they will **master the management of global talent supply chains**. This will be a business imperative, not a public service by employers.

Foundational Cognitive Skills



The evidence-based skills identified by the WorkKeys system will gain recognition. The bundled set of cognitive skills in the **National Career Readiness Certificate (NCRC)** will be thought of less as three discrete skills of Reading for Information, Applied Math, and Locating Information and more for the **reasoning components of critical thinking and problem solving.**

Behavioral Skills



The highly fragmented market in soft skills assessments will yield to a few dominant **trusted players**. Demand will be driven by employers using the assessments for hiring and promotion decisions. Valid reliable assessments with **published predictive validity studies** will be the market leaders.

Competency Focused



Employers will define roles and establish entry criteria based on the **competencies** required to perform in those roles. Credentials based on “time in seats” will have less stature. **Credentials that represent competencies** with clear alignment to performance will gain stature. **24**

Work Team Productivity



Employers will focus on work team productivity. Value is created by **teams that work effectively** together to accomplish results for the organization. The full set of skills needed to accomplish work outcomes effectively in teams will guide the requirements for role entry. **25**

Evidence-Based



Competencies will be evidence-based. Credentials will need to be valid and reliable based on **third party assessments of competencies**.

Learning on-demand from multiple sources will need trusted independent validation of outcomes so employers have evidence of capabilities.

Pull Systems



Employers in need of talent will have well developed talent supply chains to pull in talent from multiple sources. These will be global talent supply chains designed to **pull the best talent in the world** at the most competitive rates. Educators and workforce developers will increasingly see their role as the local portion of a global talent supply chain. **27**

Valid Reliable Evidence



Figure 1

Reliable (Consistent)
but not Valid

Figure 2

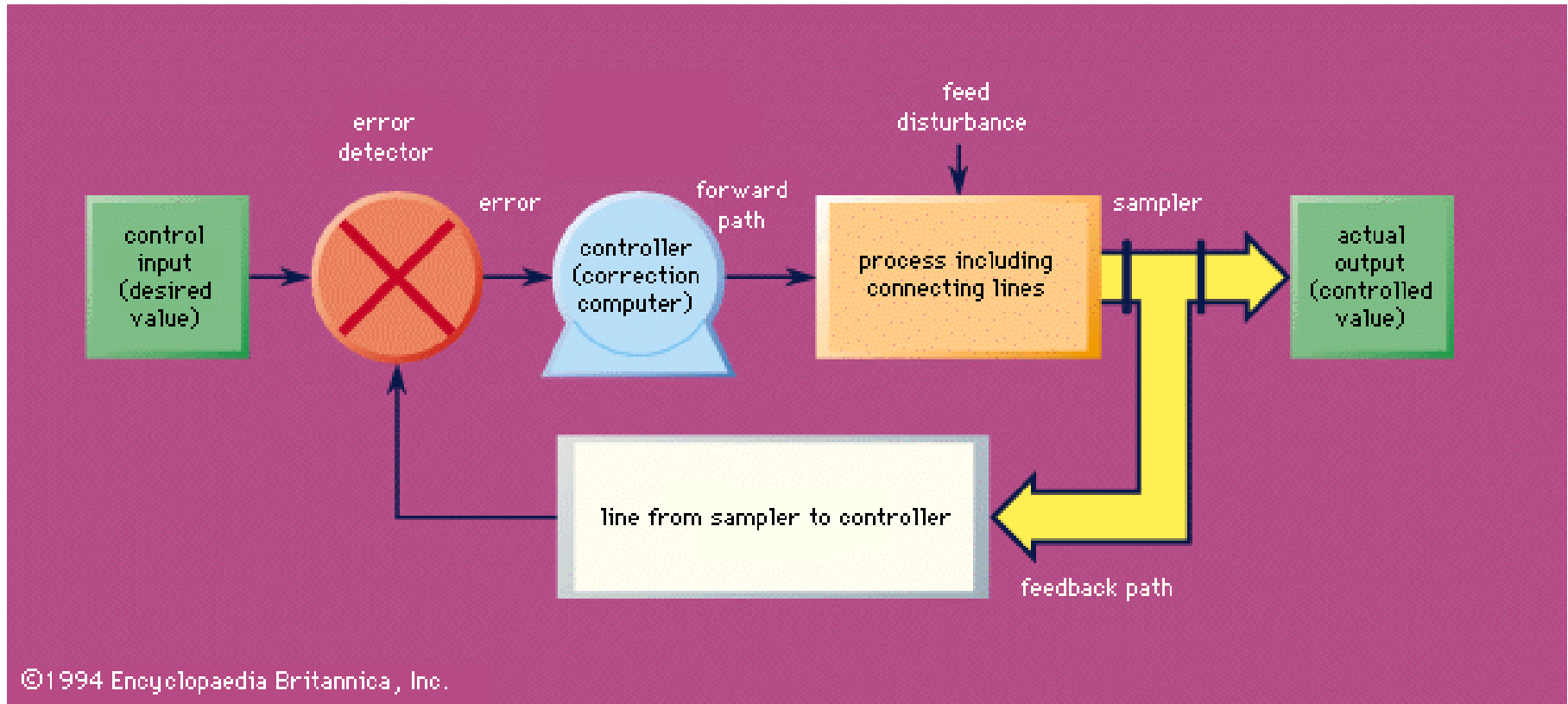
Not Reliable (Consistent)
and therefore it cannot be
Valid

Figure 3

Reliable and Valid

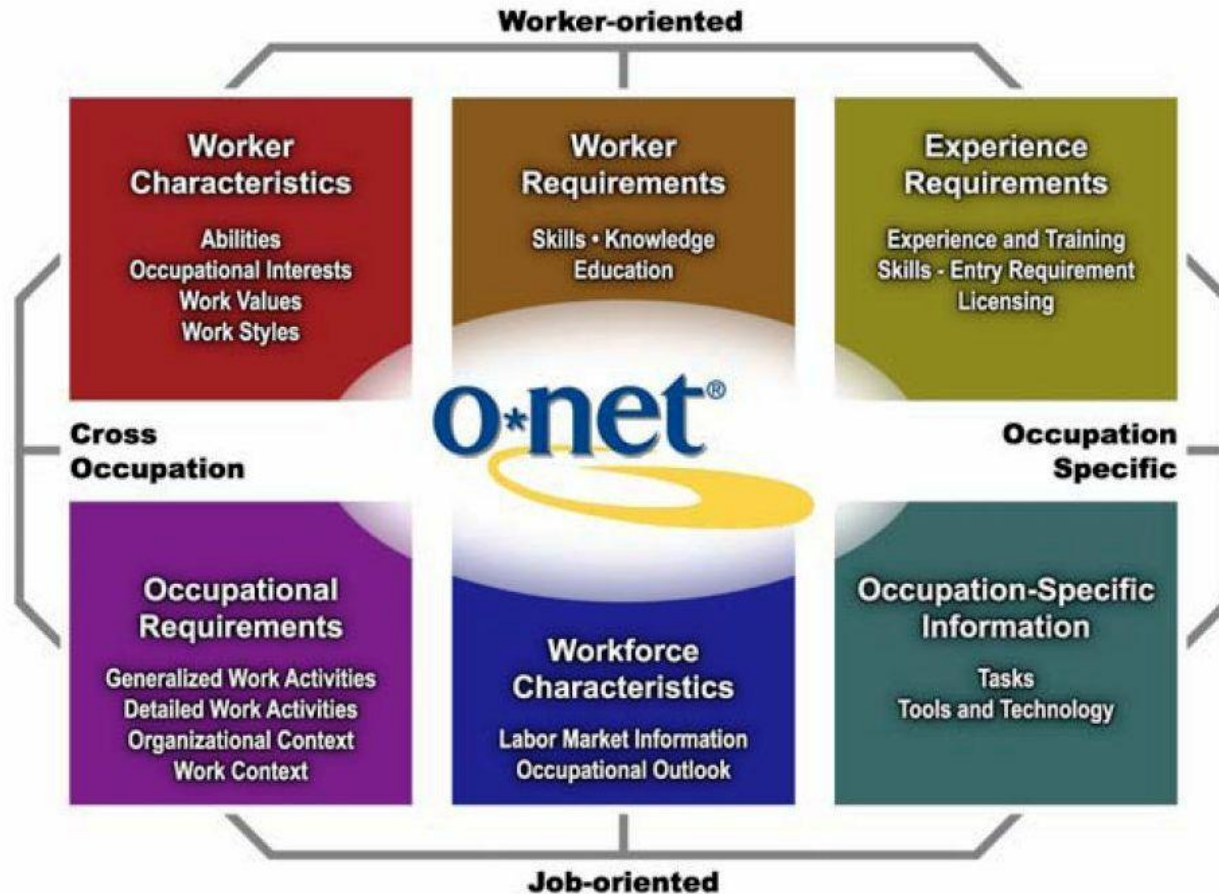
Markets that have thousands of sellers and thousands of buyers work best with **clearly defined standards**. ISO standards are an emerging solution to the needs of global markets. Talent credentials will evolve in similar fashion. Standards will emerge and third-party validation will become a norm. The ANSI/ISO/IEC 17024 standard to harmonize the worldwide certification system is a step in this direction.

Closed-Loop Feedback Systems



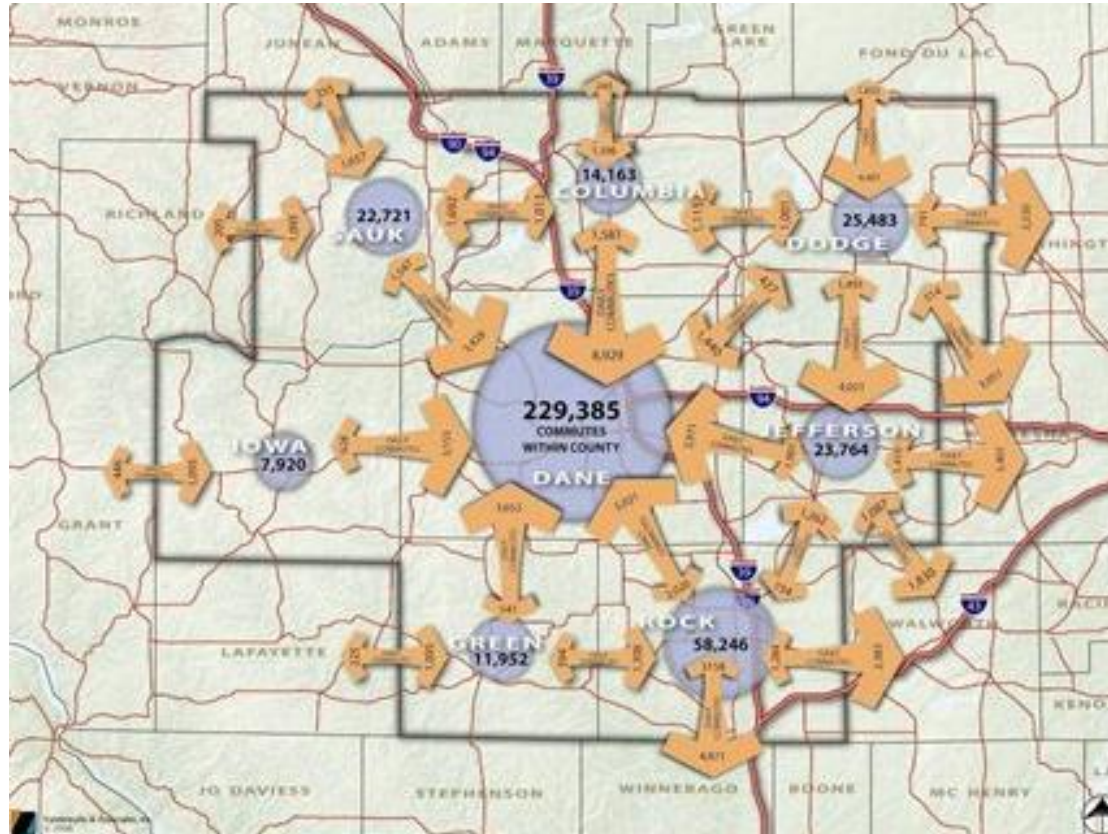
Evidence-based hiring and promotion will enable the emergence of closed-loop feedback systems. Managers will be able to collect and analyze data to cause hiring and promotion processes to be predictable, uniform, and certain. We will think of hiring and promotion processes as processes that are **“under control”** in a six-sigma style of control. **29**

ONET Occupational Groups



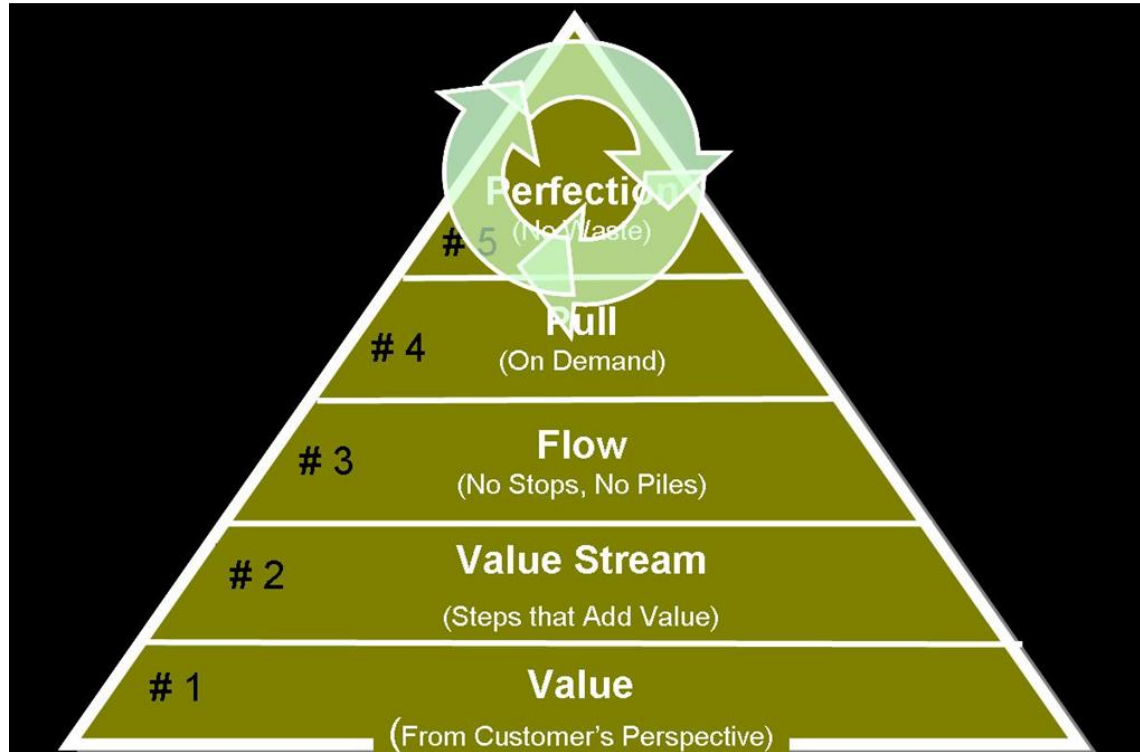
Process control analytics will drive the need for grouping work roles into related occupations. The **ONET will emerge as the standard** occupational grouping used by all employers, educators, and workforce development professionals.

Regions



Employers will work together to collaborate around the development of **regional labor sheds**. Regional population centers are the logical scale of focus for collaboration among employers. Labor sheds are defined by the commute patterns between counties.

LEAN Education and Workforce Skill Building



Educators will apply LEAN principles to simultaneously improve the cost, quality, and delivery of education. **Clearly defined requirements** by employers will enable suppliers to become more effective and efficient. Education and training will be optimized to focus on the core competencies required for performance in work roles after employers clearly define the competencies required for proficient and masterful performance.

The Talent Economy

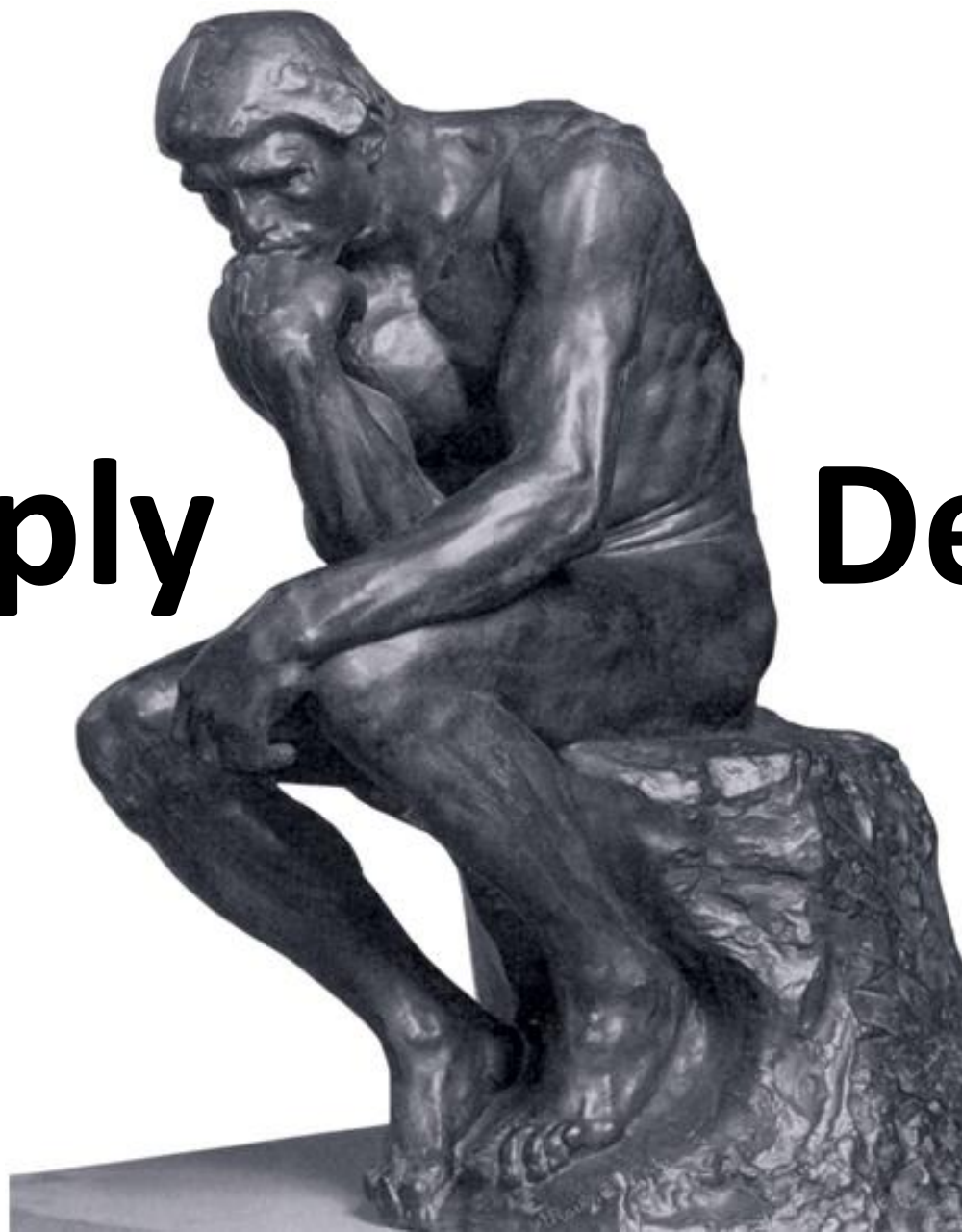


The economic model of talent management will be viewed increasingly as a **supply and demand** model. Demand will be defined by the aggregated voice of employers for individuals with the competencies required for performance at work. Corporate learning officers will need to redefine their roles. Individuals will need to take full responsibility for their own learning and development plans.

Thoughts on the market models:

Supply

Demand



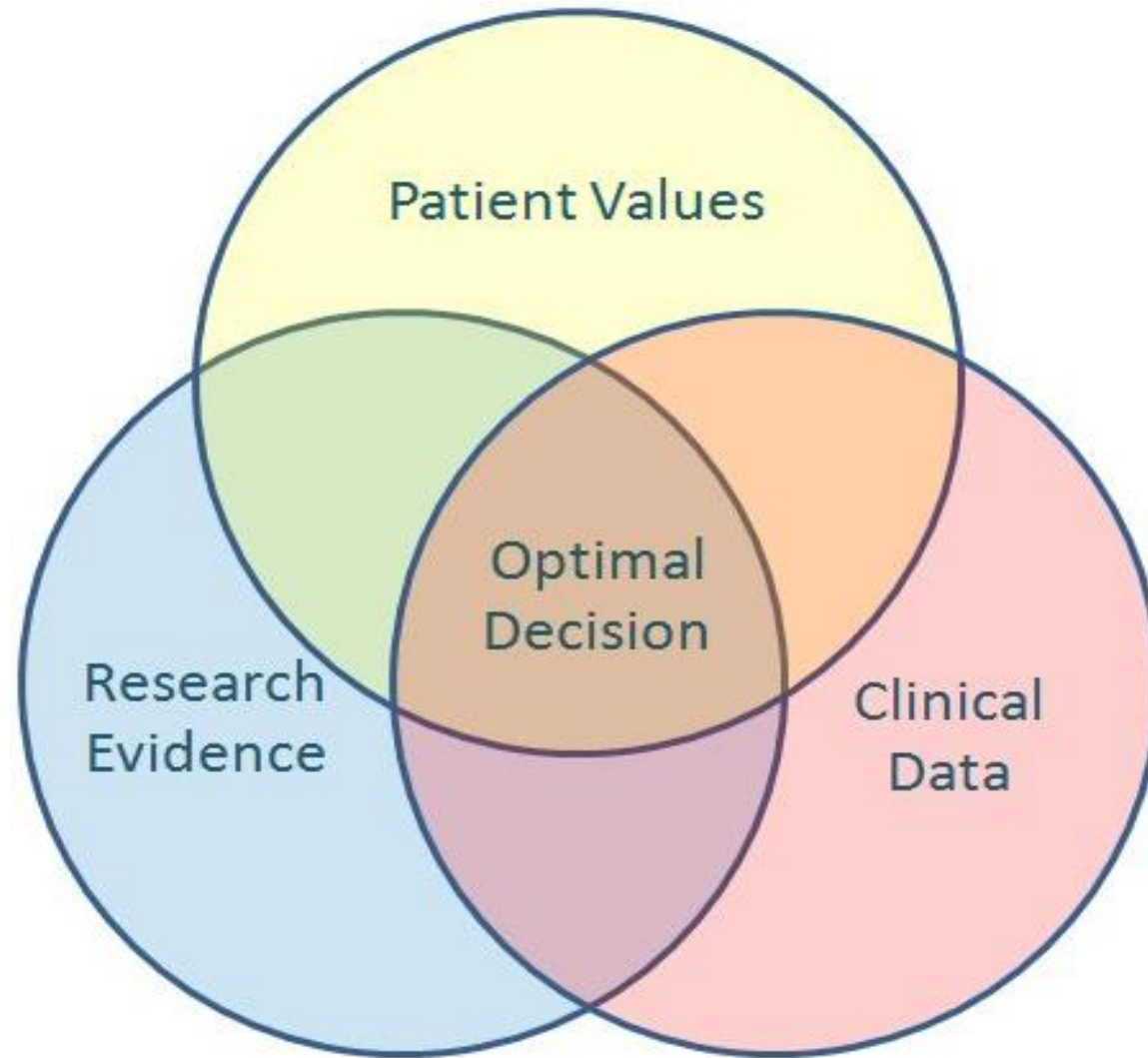
Evidence-Based Hiring Processes



The Best People are
Willing and **Able**
to Perform the Job

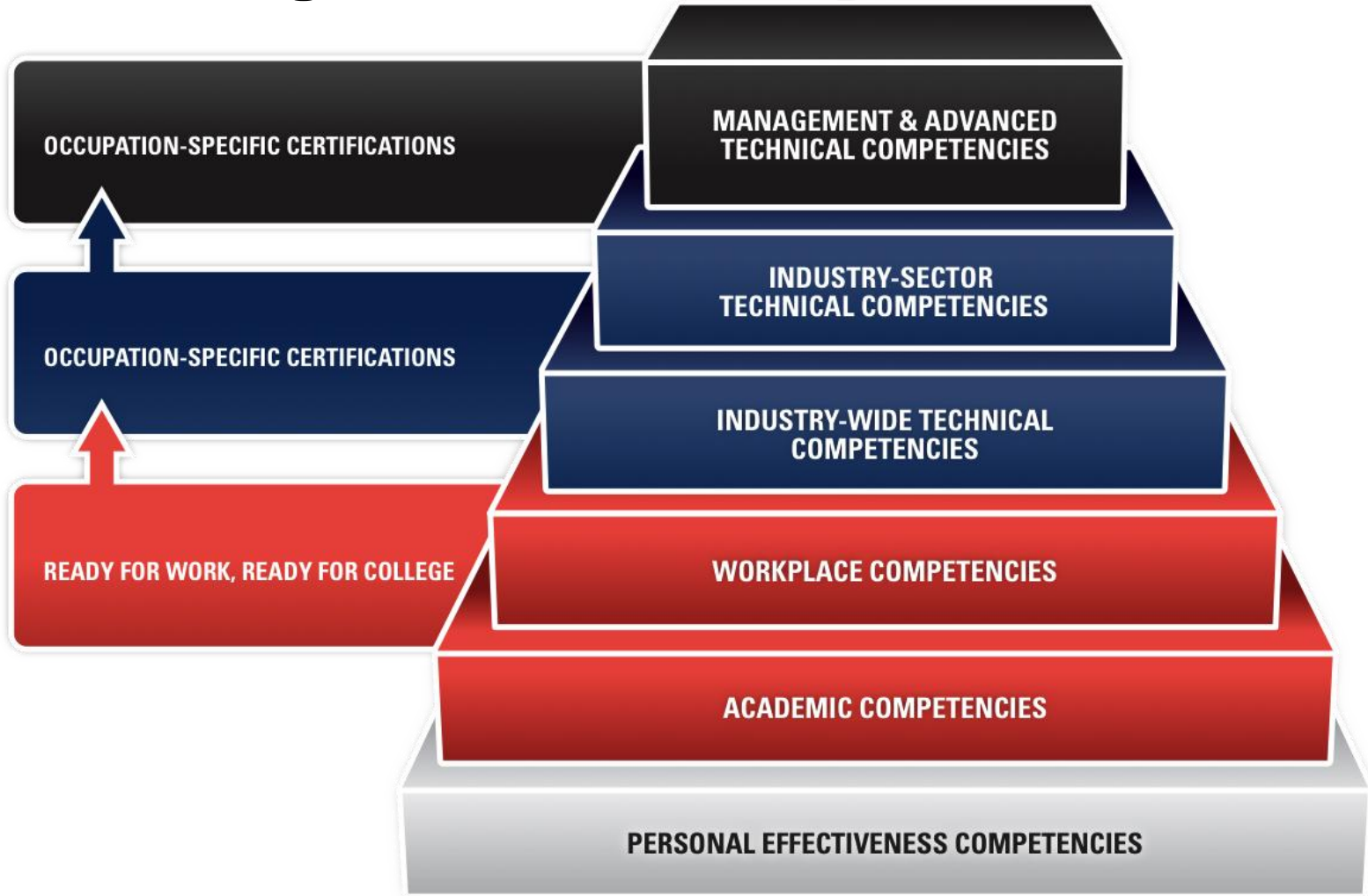
Evidence-Based Hiring Processes will provide the **demand-side** of the equation. Employers will select the credentials that they trust to inform them of the critical competencies required in various work roles. These credentials will be the evidence of the essential skills required to perform in the role.

Demand: evidence-based hiring process:



Evidence Based Medicine: when best evidence from research meets clinical information and patient values, optimal decisions are possible.

Competency Models



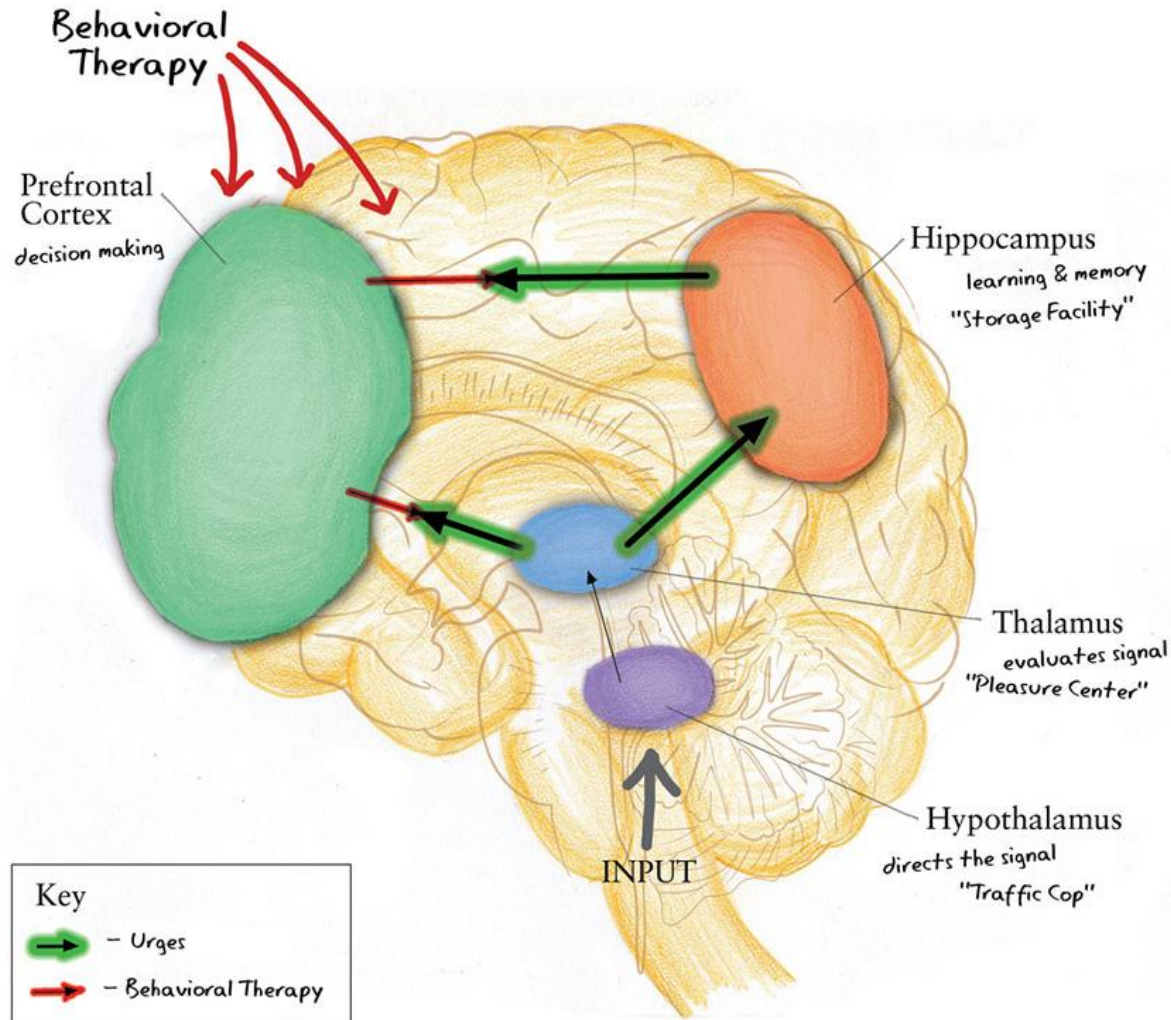
Competency Models will become **common language and a cornerstone** of job descriptions, hiring processes, and promotion processes.

Foundational Cognitive Skills



Foundational Cognitive Skills based on the NCRC skills with emphasis on the **critical thinking** and **problem solving** skill levels.

Behavioral Skills



Behavioral Skills that enable effective and efficient accomplishment of work tasks, duties, and responsibilities in team environments.

Observation Skills



Observation Skills that quantify the perceptive abilities of individuals so that employers can correlate abilities to work performance.

Degrees, Licenses, & Occupational Credentials



Degrees, Licenses, and Occupational Credentials that represent the **content knowledge** and skills required to perform the specific roles.

Job Descriptions

o-net **O*NET OnLine** Occupation Quick Search:

[Help](#) [Find Occupations](#) [Advanced Search](#) [Crosswalks](#) [O*NET Sites](#)

Details Report for: **29-1111.00 - Registered Nurses** [Updated 2010](#)

Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required. Includes advance practice nurses such as: nurse practitioners, clinical nurse specialists, certified nurse midwives, and certified registered nurse anesthetists. Advanced practice nursing is practiced by RNs who have specialized formal, post-basic education and who function in highly autonomous and specialized roles.

Sample of reported job titles: Registered Nurse (RN), Staff RN (Staff Registered Nurse), Staff Nurse, Charge Nurse, Operating Room Registered Nurse (OR RN), Oncology RN (Oncology Registered Nurse), Relief Charge Nurse, Cardiac Care Unit Nurse (CCU Nurse), Certified Nurse Operating Room (CNOR), Coronary Care Unit Nurse (CCU Nurse)

Also see: [Acute Care Nurses](#), [Advanced Practice Psychiatric Nurses](#), [Critical Care Nurses](#)

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[Tasks](#) | [Tools & Technology](#) | [Knowledge](#) | [Skills](#) | [Abilities](#) | [Work Activities](#) | [Work Context](#) | [Job Zone](#) | [Education](#) | [Interests](#) | [Work Styles](#) | [Work Values](#) | [Related Occupations](#) | [Wages & Employment](#) | [Additional Information](#)

Tasks [Save Table \(XLS/CSV\)](#)

Importance	Category	Task
93	Core	Monitor, record and report symptoms and changes in patients' conditions.
93	Core	Maintain accurate, detailed reports and records.
91	Core	Record patients' medical information and vital signs.
84	Core	Order, interpret, and evaluate diagnostic tests to identify and assess patient's condition.
82	Core	Modify patient treatment plans as indicated by patients' responses and conditions.
80	Core	Direct and supervise less skilled nursing or health care personnel or supervise a particular unit.
80	Core	Consult and coordinate with health care team members to assess, plan, implement and evaluate patient care plans.
79	Core	Monitor all aspects of patient care, including diet and physical activity.

Job Descriptions based on the ONET occupational groupings. Role descriptions will need to start with a reference to the relevant ONET code and detail the specific role relative to the general definition of skills provided in the **ONET definition**.

Performance Feedback



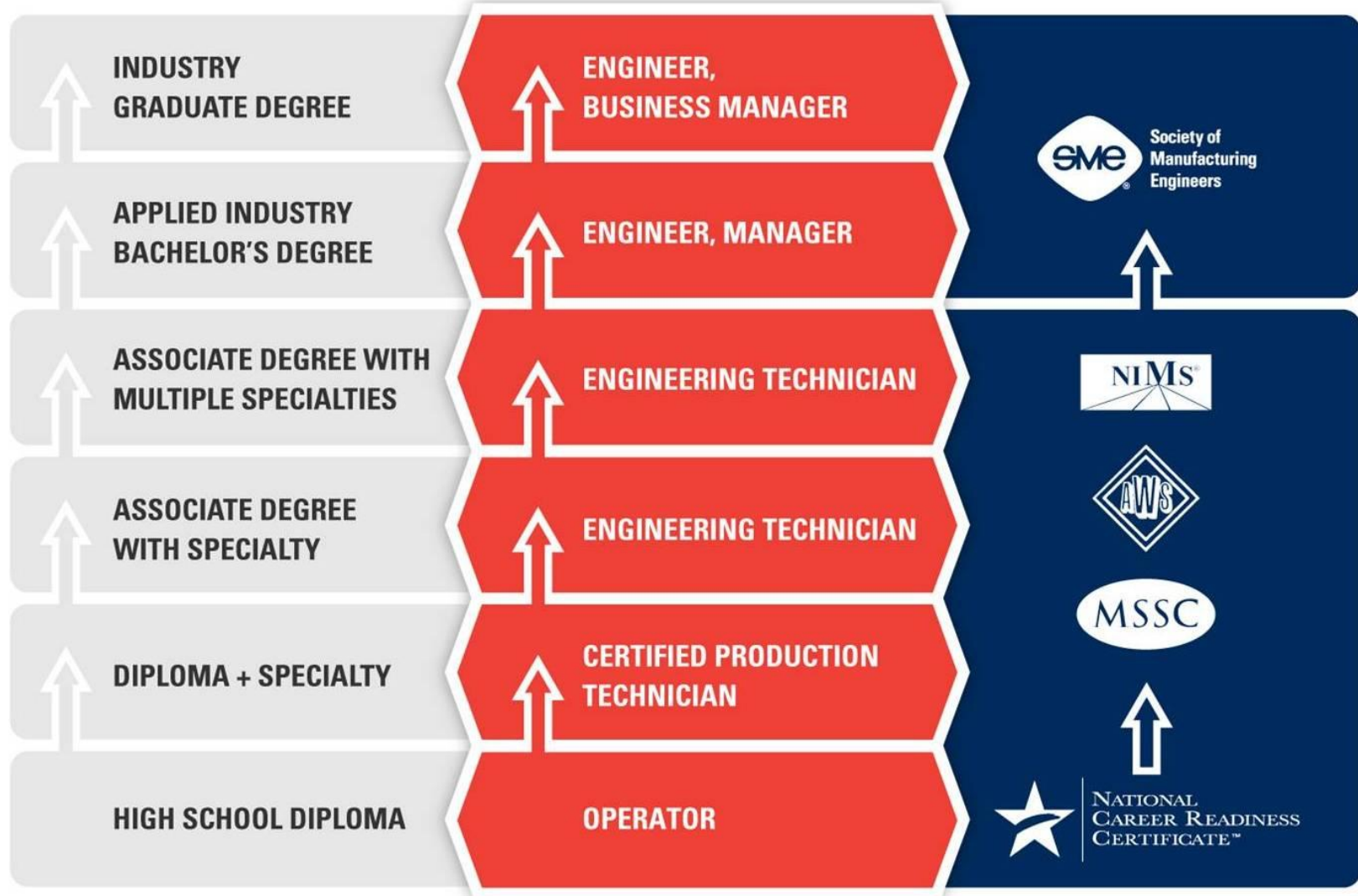
Performance Feedback systems that collect **accurate supervisor feedback on performance** to enable statistical analysis of the process control for hiring and promotion processes.

Workforce Planning Systems



Workforce Planning Systems must evolve so that supply-side partners have the data needed to make prudent capacity planning decisions. These systems will ultimately evolve to enable just-in-time talent development.

Industry-Recognized Credentials



Industry-Recognized Credentials that meet ANSI/ISO/IEC 17024 standards will gain popularity among employers.

Diversity and Inclusion



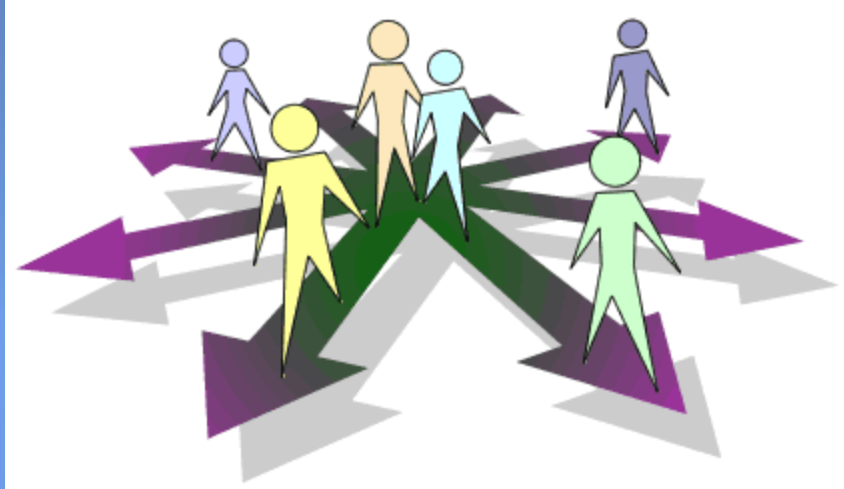
Diversity and Inclusion initiatives will embrace foundational skills training, development, and certification as tools to **accelerate progress**. Inclusiveness goals and plans will be integrated into talent development at all levels from sourcing, selection, and hiring to development through retirement.

Career Navigation Centers



Career Navigation Centers will provide the tools to the **supply-side** partners and individuals so they can develop and execute learning and development plans that will lead to careers that will provide optimal benefit and enjoyment to them. Individuals will have education plans that support their career plans. Evidence of these plans and credentials to demonstrate progress on these plans will open doors to employment opportunities.

Thoughts on Career Navigation:



Career Literacy Skills



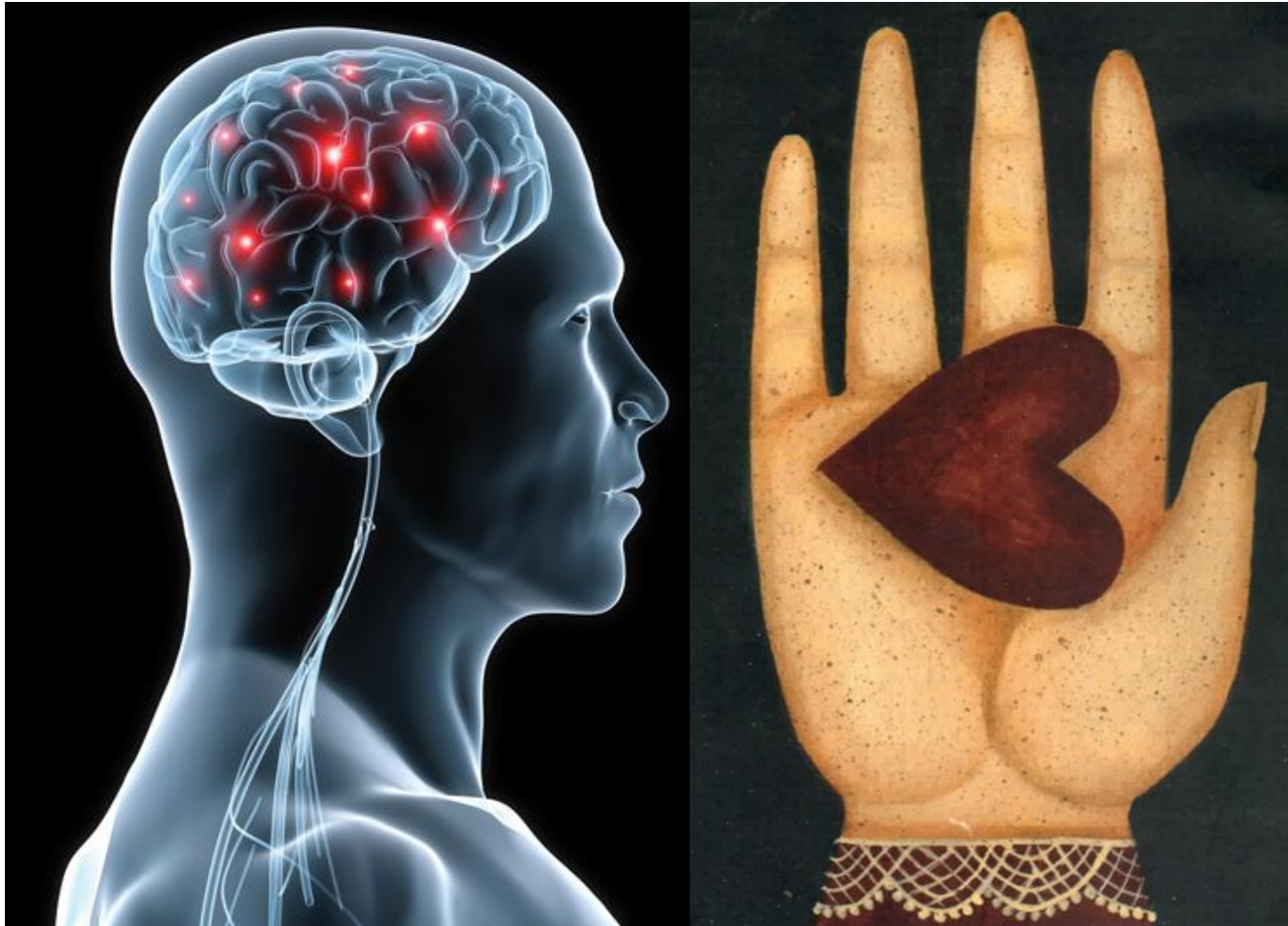
Career Literacy Skills will become a necessity for the majority of workers. Everyone will need to learn how to plan and organize targeted skill development to **enable career progression.**

Career Coaching



Career Coaching will become a **standard practice** as hiring requirements become more clear and specific.

Self Understanding



Individuals will use cognitive and behavioral assessment tools to gain a deeper **understanding of self** so they can accurately assess viable career options that are a good fit.

Explore Career Options



The **ONET** will expand and become a common framework for career exploration. Individuals will commonly explore multiple options to compare for best fit.

Decision Making



Individuals need to **develop the competency to evaluate options** considering all of the important factors such as access to programs, personal interests and values, compensation and demand for their target occupations, financial position, and support available to pursue the option.

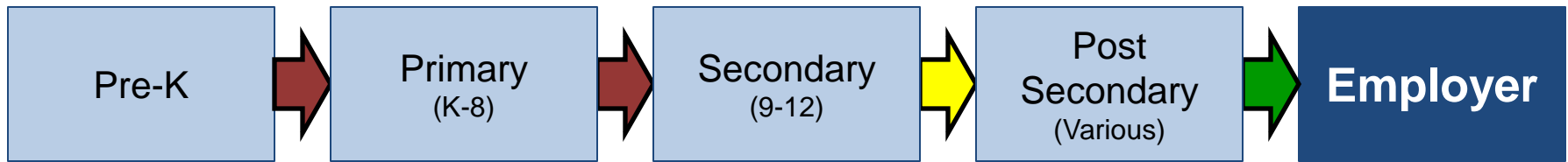
Action Plans for Education and Career



Individuals will learn to create and continuously update education and **career plans** as evidence to employers that they possess the requisite level of career literacy. And, they will increasingly hold themselves accountable for **progress on those plans**.

Peter Drucker

- **Success in the knowledge economy comes to those who know themselves – their strengths, their values, and how they best perform.**
- **Self-knowledge isn't just a tool for personal enrichment. In today's knowledge economy, it's critical for survival.**



? - Evidence-Based Hiring and Promotion

- **Evidence of Cognitive Skills**
 - Reading, Math, etc.
 - Reasoning – Critical Thinking & Problem Solving
- **Evidence of Behaviors**
 - Integrity
 - Personality Traits and Characteristics
 - Interests & Values
- **Evidence of Work-Related Content Knowledge**
 - Degrees, Licenses, Certificates
- **Evidence of Personal Responsibility**
 - Resume, Career Plan, Education Plan
- **Analysis to Correlate Competency Evidence to Outcomes**
 - Valid Reliable Performance Feedback

WHAT IS “CAREER READY”?





Discussion

Dennis Dunlap

About the Authors

Bill Guest is the President and CEO of Metrics Reporting, a West Michigan based workforce development and information technology consulting firm. He is an international consultant, conference speaker, and practitioner in the areas of workforce development, innovation, and metrics. His consulting practice is currently focusing on human capital supply-chain challenges at all levels. His work draws on experiences from his 25 years of industry experience in a variety of roles from engineer to CEO. Bill can be contacted at:
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Tom Karel is Vice President of Organization and Talent Effectiveness (OTE) at Saint Mary's Health Care. Tom is a recognized innovator and collaborative leader working to advance talent systems on all levels: locally at Saint Mary's, system-wide at Trinity Health, and regionally in West Michigan. He served as a member of the Health Care Regional Skills Alliance convened by the Alliance for Health. He is a founding member and chair of the Health Care Employer Council, a West Michigan based group of industry leaders, working to create an adequate pipeline of qualified, competent and compassionate health care workers to meet the needs of the region for the next 15 years. The council collectively acts as the caretaker of the West Michigan health care labor shed. They recognize that all employers draw from the same pool of workers, therefore they work together to build the quantity and quality of workers in the pool. Together they must forecast needs, communicate requirements, solve regional problems, and work collaboratively with talent supply-side partners to improve the workforce and education systems. Tom can be contacted at:
kareltl@trinity-health.org

Download Talent SCM at: www.ncrcadvocates.org

Talent SCM

Talent Supply Chain Management (SCM) will become a core competency for all managers. Managers who have learned to manage global material supply chains will master the management of global talent supply chains.

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Competencies will be evidence-based. Credentials will be reliable based on third party assessment of competency. Learning on-demand from multiple sources will drive performance. Independent validation of outcomes so employers can trust the results.

The **Talent SCM 2025 Vision Statement** is a document that is right also provide example diagrams and a present

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