

# The Higher Learning Commission Action Project Directory

## Northwestern Michigan College

Project Details		
<b>Title</b>	Talent Phase IV: Implementing the Talent Management Model	<b>Status</b> ACTIVE
<b>Category</b>	3 - Valuing Employees	<b>Updated</b>
<b>Timeline</b>		<b>Reviewed</b>
	<b>Planned Project Kickoff</b> 09-03-2014	<b>Created</b> 09-17-2012
	<b>Target Completion</b> 12-31-2016	<b>Version</b> 3

### 1: PROJECT SUMMARY

**A:** To move all components of the Talent Management Model (see Addendum) from discovery/development through incubation to acceleration/continuous improvement.

**Objectives:**

- Ensure accountability for implementation, check and adjust of the new Compensation and Classification system. (Move from discovery to acceleration/continuous improvement)
- Move Performance Management, Development/Career Planning, Professional Development, and Leadership Development from incubation to acceleration/continuous improvement.
- Move Workforce Planning and Succession, Capabilities management through discover, incubation, and acceleration/continuous improvement

### 2: PROJECT RATIONALE

**A:** To ensure all talent management processes are integrated, dynamic, and aligned with strategic planning processes.

Phase IV is the last step in this multi-year project which first addressed On-boarding/Orientation, then laid the foundation for implementing an integrated approach to the rest of the Talent Management processes outlined in Question 4.

During Talent Phase III, we developed a comprehensive list of recommendations for revising our Total Compensation System. Some of the recommendations can be accomplished rather quickly; others will require extensive work. The overall plan for implementing these recommendations suggests a 24 month target for completion of all action items.

We have also totally redesigned our classification structure for staff. Implementing such a major change will require significant check and adjust in order to move from discovery to acceleration/continuous improvement.

### 3: PROJECT GOALS AND DELIVERABLES

**A: Process Measures:**

- Compensation Recommendation Implementation Plan executed and completed with:
  - Full involvement of shared governance
  - Regular (monthly) progress updates to college community
- Competency Model integrated into Workforce Planning and Succession, Capabilities Management
- Talent Development Coordinator role fully functioning and supported.

**Outcome measures:**

- Improvement in Culture and Operations (Institutional Effectiveness Criteria)
  - 4P2, 3, 4, 5, 8, 9, 10, 11, 12
  - 5P9
- Improvement on employee engagement survey measures:
  - Engagement Index
  - Supervisor Index
  - Q1h. My supervisor works to align the goals of our department with the goals of the College.

- Q3b. My supervisor effectively confronts issues before they become major problems.
- Q3c. My supervisor provides useful performance feedback.
- Q3e. My supervisor holds me accountable for performance
- Q3f. My supervisor positively motivates my performance
- Q5n. I have career discussions with my supervisor

#### 4: INSTITUTIONAL INVOLVEMENT

- A:
- Workforce Planning, Recruitment and Selection
  - On-boarding/Orientation (will continue to check/adjust)
  - Performance Management
  - Development/Career Planning
  - Leadership Development
  - Classification/Compensation
  - Succession/Capabilities Management
  - Training/Development Support

#### 5: PROJECT CONTROL

- A: Project leaders will be responsible for posting and maintaining a Project A3 document.  
 Project leader will provide updates to Executive Sponsor bi-weekly  
 Project leaders will review progress with Presidents Council monthly

#### 6: ANTICIPATED CHALLENGES TO PROJECT SUCCESS

- A: The scope of the work is extremely broad. Implementing the recommendations from the Compensation Review in particular will require making changes that touch virtually every aspect of the organization. At the same time, we are assuming that a lot of additional resources, including extra time, will not be required. Outside of the need for on-going project tracking and support provided by Project Leads, the bulk of the work will be completed through the on-going normal work of the groups listed below in Team Membership. Talent III provided focus for their work over the next two years.

#### 7: ADDITIONAL INFORMATION

- A: Due to the scope of this work, there will not be a specific Talent IV Project Team. Rather, the work will be happening through various councils, departments, and committees throughout the college:
- Human Resources
  - President's Council
  - Planning and Budget Council
  - Benefits Advisory Committee
  - Employee Recognition Committee
  - Employee group councils
  - Leadership teams (Managers, Directors, Academic Chairs) within:
    - Educational Services
    - Enrollment Management and Student Services
    - Finance and Administration
    - Lifelong and Professional Learning
  - Total Compensation Committee
  - Center for Instructional Excellence
  - Professional Development Institute
    - Coordinator

- Advisory Team

It will be the Project Leads' responsibility to ensure the work stays on track and is communicated across the college.