

# DACUM Research Chart for Talent Management Consultant

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Duties		Tasks				
<b>A</b>	<b>Assess Unit Organizational Structure</b>	A-1 Determine unit goals & objectives	A-2 Determine assessment options (e.g., surveys, focus groups, leadership interviews)	A-3 Benchmark against other units/ organizations	A-4 Evaluate unit organizational chart	
		A-12 Develop unit employee retention program	A-13 Present unit staffing recommendations	A-14 Consult with displaced employees (e.g., severance options, EAP referral)	A-15 Provide job search advisement to displaced staff	
<b>B</b>	<b>Develop Recruitment Strategies</b>	B-1 Research recruitment best practices	B-2 Research unit business (e.g., nature of business, recruitment challenges)	B-3 Analyze staffing trends (e.g., retirement, turnover, under-utilization)		
		B-9 Develop external recruitment network	B-10 Develop creative staffing options (e.g., dual career, job sharing)	B-11 Consult with customers on staffing plans	B-12 Develop unit recruiting goals	
<b>C</b>	<b>Manage Recruitment Process</b>	C-1 Review new positions	C-2 Manage online application system	C-3 Facilitate employment advertising process	C-4 Provide advice to search committees on search firm usage	
		C-11 Participate on search committees	C-12 Provide dual career assistance to applicant's spouse/partner	C-13 Close positions when filled		
<b>D</b>	<b>Maintain OSU Job Classification System</b>	D-1 Perform job analyses	D-2 Review job specifications	D-3 Review job family structure	D-4 Review job reclassification	D-5 Review external job market briefs
<b>E</b>	<b>Develop Retention Strategies</b>	E-1 Research retention best practices	E-2 Analyze turnover data	E-3 Monitor policy infrastructure for flexibility (e.g., counter-offers, FWA)	E-4 Support OSU initiatives to improve workplace (e.g., diversity, work life initiatives)	
		E-10 Collaborate with internal/external consultants on satisfaction engagement indices			E-11 Consult with units on HR planning models (e.g., career pathing, succession planning)	
<b>F</b>	<b>Facilitate Annual Merit Compensation Process</b>	F-1 Establish timeline for AMC process	F-2 Determine unit point of contact for AMC process	F-3 Prepare proactive communications/tools for points of contact on AMC process		F-4 Advise OHRC staff on their roles in the AMC process
		F-10 Consult with point of contact on discrepancies from provost guidelines or policies		F-11 Confirm compensation aggregate totals are approved	F-12 Participate in AMC process improvement debriefings (e.g., payroll, OAA, TM)	
<b>G</b>	<b>Provide TM Tools &amp; Training</b>	G-1 Train managers on interviewing & selection procedures	G-2 Consult with managers & HRPs on recruiting tool usage (e.g., search guides, letters of offer, advertising guides)		G-3 Train managers & HRPs on people administration system	

A-5 Evaluate KSAs required by unit personnel	A-6 Consult on various staffing models/ approaches	A-7 Evaluate position descriptions	A-8 Determine job classifications	A-9 Evaluate internal/ external market salary data	A-10 Identify unit pay disparities	A-11 Establish target hiring salary ranges
A-16 Facilitate CCS employee placement	A-17 Provide employee exit consultation					
B-4 Develop partnerships with senior leadership on importance of recruiting	B-5 Develop TM information system	B-6 Develop core competencies for university-wide use	B-7 Develop human resource planning models (e.g., career path, succession planning)	B-8 Establish vendor relationships (e.g., search firms, ad agencies)		
B-13 Establish a specific unit recruiting plan (e.g., responsibilities, timeline, evaluation)	B-14 Establish consulting contract with customer					
C-5 Consult with search committees on “guide to effective searches”	C-6 Verify applicant eligibility for open positions	C-7 Screen applicants	C-8 Administer civil service testing	C-9 Refer applicants to units	C-10 Participate in targeted job fairs	
D-6 Analyze job specifications (e.g., create, update, delete)	D-7 Collaborate with other unit SMEs on proposed job specification changes	D-8 Analyze market salary data	D-9 Adjust salary ranges	D-10 Complete title deck change form	D-11 Obtain DAS approval for CCS positions	
E-5 Develop reward & recognition programs	E-6 Develop creative compensation strategies	E-7 Facilitate intergenerational training for managers & HRPs	E-8 Collaborate with other COEs on flexible work options (e.g., phased retirement, telecommuting, returning retirees)	E-9 Collaborate with other COEs on effective performance management strategies		
E-13 Provide manager development programs	E-14 Consult with units on effective exit interview strategies					
F-5 Review college/unit compensation philosophies	F-6 Analyze AMC process reports	F-7 Identify exceptions to salary guidelines (e.g., zero %, >10%, bonus limits)	F-8 Analyze differences between job categories	F-9 Verify AMC process aggregate totals are within provost guidelines		
G-4 Conduct needs assessment on tools/training	G-5 Customize selection guides for unit use	G-6 Develop new TM tools & training (e.g., competency modeling, exit interviews, checklists)	G-7 Update existing tools & training	G-8 Collaborate with other COEs on performance management tools (e.g., training, forms, process)		

<b>Duties</b>		<b>Tasks</b>				
<b>G</b>	<b>Provide TM Tools &amp; Training – cont.</b>	G-9 Consult with managers & HRPs on compensation tools usage (e.g., staff external market, internal market, web matching)		G-10 Develop emergency talent pool		
	<b>H</b>	<b>Measure TM Effectiveness</b>	H-1 Research TM measurement best practices	H-2 Conduct annual TM planning process based on duties/tasks performed	H-3 Establish annual COE goals	H-4 Develop TM metrics (e.g., ROI, time to fill, top candidate hire)
H-5 Contribute to OSU people metrics (e.g., workforce satisfaction, productivity)		H-6 Identify systems/resources to improve TM data collection		H-7 Develop customer/unit evaluation of TM services	H-8 Analyze results of TM metrics	
H-9 Review achievements relative to COE TM goals		H-10 Publish/report TM results				
<b>I</b>		<b>Provide Interpretation of TM Compliance Issues</b>	I-1 Advise units on federal/state employment laws	I-2 Advise units on university policies/procedures (e.g., contracts/CCS rules)	I-3 Advise units/outside counsel on prevailing wage & permanent residency	I-4 Consult with ADA coordinator on requests for accommodation
	I-5 Determine FLSA status (e.g., exempt, non-exempt)	I-6 Approve salary policy exceptions	I-7 Provide employee/applicant information to ER COE/compliance manager for complaints of discrimination			
	I-8 Adjust current systems based on changes to legal requirements (e.g., minimum wage, background checks)					
	<b>J</b>	<b>Build Personal &amp; Professional Capacity</b>	J-1 Prepare IDP with supervisor	J-2 Develop creative 3-year TM transformation plan	J-3 Participate in customer HR meetings	J-4 Participate on project teams
J-6 Serve on internal/external committees & task forces		J-7 Maintain professional certification (e.g., PHR, SPHR, CCP)		J-8 Review professional literature (e.g., journals, web sites, research studies)		J-9 Establish internal SOPs
J-10 Identify opportunities for cross-discipline exposure		J-11 Build relationships with community organizations	J-12 Collaborate with other COEs for cross discipline products (e.g., union prevention, reorganization)		J-13 Develop proposals for professional conferences	

## Acronyms

ADA	Americans with Disabilities Act
AMCP	Annual Merit Compensation Process
CCP	Certified Compensational Professional
CCS	Classified Civil Service
COE	Centers of Expertise
DAS	Department of Administrative Service
EAP	Employee Assistance Program
ER	Employee Relations
ESL	English as a Second Language
FLSA	Fair Labor Standards Act
FWA	Flexible Work Arrangement
HR	Human Resources
HRITS	Human Resources Information Technology Services
HRP	Human Resource Professional
IDP	Individual Development Plan
KSA	Knowledge, Skills, Abilities
OAA	Office of Academic Affairs
OHRC	Organization & HR Consulting
OSU	Ohio State University
PHR/SPHR	Professional in Human Resources/Senior Professional in Human Resources
ROI	Return on Investment
SHRM	Society for Human Resource Management
TM	Talent Management

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## General Knowledge and Skills

Communication skills: oral & written  
OSU vision, goals, & objectives  
Time management skills  
Problem solving skills  
Analytical skills  
Federal & state employment laws  
Decision making skills  
Project management skills  
Compensation principles  
University culture  
Recruiting/retention strategies

OSU policies/procedures  
General HR knowledge  
Research skills  
Multi-tasking skills  
Facilitation skills  
Execution skills

## Worker Behaviors

Proactive  
Team player  
Customer focused  
Collaborative  
Relationship builder  
Creative  
People-centric  
Business acumen  
Holistic thinker  
Detail oriented  
Integrity  
Strategic  
Confidential  
Responsive

Constructive  
Self motivated  
Dependable  
Comfort with ambiguity  
Flexible  
Assertive  
Fair  
Results-oriented  
Sense of humor  
Analytical  
Adaptable  
Sound judgment  
Empathetic

## Tools, Equipment, Supplies and Materials

Software: PeopleSoft, PeopleAdmin, CRM database, Talent Management database, MicroSoft Office, Hyperion  
Computer/related peripherals  
Personal data assistant (PDA)  
Phone  
General office supplies  
Copier/fax  
E-mail listserves  
OSU website  
HR websites (SHRM, World At Work)  
Market surveys  
Job fair display  
Professional journals  
Facilitator guides  
HRITS reports  
Job specifications  
Position descriptions  
Ohio revised code  
Federal regulation handbooks/websites  
OSU forms, procedures, guides  
Civil service testing materials  
Organization charts  
Benchmarking data/information

## Future Trends and Concerns

Future changes in university leadership  
Aging workforce  
Multiple generations in workforce  
Change in family structure affecting employee needs  
Influence of Ohio economy on workforce  
Lack of state funding for higher education  
Increasing fiscal/HR controls  
University focus on performance culture  
Hands-on approach by Board of Trustees  
CCS reform (HB187) will improve efficiency  
Concept of pooling higher education resources (e.g., health care, graduate programs)  
Language barriers for ESL occupations  
Lack of qualified applicants in certain occupations  
Need to capture tacit knowledge of outgoing workforce  
Balance between alignment with university vs. customization for unit  
Cost of certain faculty start-up packages  
Retention of female graduates in higher education