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Case study on Talent Management Analysis

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Abstract:

The objective of this project is to outline the findings based on the case study and suggest needed HR improvements and initiatives to be carried out by D2D business school in order to achieve its goals. A famous business school from Hyderabad was used for the study. The business school intends to expand its focus to international students and thereby increase the student strength to around 600.In order to support the additional students, there is a plan to increase the number of Management Faculty from 19 to 25, hence the requirement for the study. The paper focuses on study of it's Talent Management Analysis and thereby providing important and relevant findings and further providing suggestions for further HR improvements and finally a few relevant and innovative proposed initiatives to be carried out by the business school .

Keywords: HR improvements, HR initiatives, Talent Management Analysis.

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1.Summary of the Paper

1.1. Objective

The objective of this project is to outline the findings based on the case study and suggest needed HR improvements and initiatives to use to be carried by D2DBusiness School in order to achieve its goals.

1.2. Scope of paper in terms of Department/positions and Industry

- D2D Business School caters to around 450 Management Students with the help of 19 Management Faculty designated at various levels as – Research Associate; Assistant Professor; Assistant Professor Senior; Associate Professor; and Professor
- The 450 students have been divided into various classes based on their selected options, but in order to ensure proper support/guidance to the students, it is ensured that any class does not have more than 60 students
- The Business School intends to expand its focus to international students and thereby increase the student strength to around 600
- In order to support the additional students, there is a plan to increase the number of Management Faculty from 19 to 25

1.3. Brief Summary of findings of each section of the Study

Markhov Analysis - Based on the historical data for promotions and terminations and the future faculty planned headcount, 8 new faculty members have to be hired

HCRI – With regards to the Human Capital Readiness for moving to the next level, the Management Faculty is 95% ready

Nine Box Model – Based on the Talent Potential and risk, 17 out of 19 Management Faculty have Medium to High Potential for movement to the next level

Diversity Ratio–63% of the faculty members are women as against 37% men. 60% of the High Performers are females, and 88% of the High Potential faculty are also females

1.4. Conclusions

Based on the case study data and the analysis, there are 2 potential terminations in the management faculty role and 5 promotions. In order to support the increased number of students, there is a need to hire 8 new management faculty members

1. Analytics

Please see the Excel workbook sent by email.

CTMA Project - Section 2,3 & 4_Shis

2. Action Framework

2.1. IDP for one person - Swati

Please see the Excel workbook sent by email already pasted above also.

2.2. EVP for Management Faculty position

The D2D Business School is ranked amongst the top business schools in Hyderabad, and many of the students have joined some of the top ranking companies. The Management Faculty position is one of the most critical role at the D2D Business School. As part of the expansion plan they intend to open the doors for the new international students and they need to hire new management faculty to support the increased number of students. The business school should be able to hire the new faculty members very easily as the have a very good reputation amongst the education industry.

The Business school has been able to retain most of the faculty members by continuously keeping them engaged by creating an employee value proposition as described below –

Attractional EVP

- Better Pay (compared to other business schools)
- Sense of Job Security
- A Good Employee Branding as it is one of the highest ranking business schools

Linkage EVP

- Freedom to work in any area of their choice to help them develop

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Vol-22- Issue-14-December-2019

- Sponsored cultural events for the faculty and their family
- Medical facilities for the faculty and their family members

Partnering and Identification

- Promote mentor relationship to augment individual development
- School sponsored courses and programs for the faculty
- Once the faculty moves to the Associate Professor level, they start sharing the profits earned by the business school

Growth and Career

- Opportunity for continuous development and there by leading to growth
- Sponsored vacations for the family and their faculty
- Healthy work-life balance for the faculty

Due to all the above factors, the business school has not only been able to keep the attrition rate low, around 10%, it has also been able to maintain a high morale for all the faculty members. With the high morale the faculty members are highly engaged to impart knowledge to their students in the best and most innovative ways.

2.3. HR Linkage

One of the keys factors for the success of any organization is the satisfaction of its employees and staff. If the employees are satisfied, this sends out a positive message and in a way makes the organization as one of the sought after amongst the possible candidates. In the case of D2D Business School, where the plan is to increase the spread for students to international arena, due to which they need to hire new faculty members and develop the existing ones to be ready for succession, whenever need arises.

Sourcing and Recruiting – D2D Business School releases an advertisement in the newspapers to attract the best talent especially faculty from all over India. As the business school has a good reputation, there are no issues in receiving candidatures from the prospective candidates. The applications are reviewed by a panel of the senior faculty, and based on the requirements & experience of the applicants, the candidates are shortlisted. The candidature is also open for the internal faculty and staff, if they are interested in joining. Shortlisted candidates are called for a demo on topic of their choice based on their research study or any other topic related to their experience or previously taught subjects/ areas etc. At the time of demo, the senior faculty ask questions based on their areas

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Vol-22- Issue-14-December-2019

of expertise but related to the topic, later they provide quantitative and qualitative feedback. Consolidated data is then presented to the management who finally conduct the final interview and decide the candidate's pay and designation. Even though the internal staff and faculty is also allowed to apply for any available positions, the selection is purely based on the merit derived basis the quantitative and qualitative feedback.

Offer letter is sent shortly after the interview and the candidate is asked to mention the joining date and send a copy of the signed letter to the management within a week's time. The candidates who have not been selected are also notified regarding the decision with a statement that they may be contacted in case of requirement.

Learning and Development – The business school holds a great reputation amongst the business schools as it continues to encourage the behavior of continuous development for the faculty and the staff. The business school has laid out the required competencies (as reviewed in the HCRI Sheet) for various levels of the faculty. With the regular performance management, the individual staff & faculty members receive feedback on their development areas. The faculty are continuously encouraged to enhance their knowledge and keep themselves updated by doing research and publishing papers. The faculty are also encouraged to acquire higher qualifications, based on their interests, or undergo various certifications, as per their requirements. Depending on the tenure of the faculty and staff, earned leaves, casual leaves or long leave without pay etc. are provided as one of the benefits for an employee.

Faculty are even sponsored for attending Faculty Development Programs conducted by IIMs or any other prestigious institution.

Compensation and Recognition – The D2D Business School holds a reputation of being one of the best paid institutions amongst the education industry. Apart from sponsorship for faculty programs, the faculty are given increments every year and recognized by appreciation mails and incentives for publications in International Journals(Scopus Indexed). The faculty enjoy a great work-life balance and are also eligible for a discounted fees for their family members. As the faculty and staff move to a higher role and tenure, they become eligible for share in the profits of the institution.

Based on the performance, competency development and faculty requirements, the existing faculty are also given promotions.

ISSN:0971-1260

Vol-22- Issue-14-December-2019

Competency and Performance Management –The D2D Business School has defined the competency required at every level of the staff and faculty (as reviewed in the HCRI Sheet). The school has laid out a performance management system to review the performance of the faculty and staff on a periodic basis. The faculty is given feedback and opportunity areas highlighted basis the performance review process. The feedback process also helps the staff and faculty to prepare themselves for the next level at the school. The school has also linked performance to pay by linking the performance rating of the staff and faculty directly to the increment process. The faculty who are actively encouraging the students in all their co-curricular and extra-curricular activities are periodically recognized by the institute. Also, those faculty who get projects for the students receive increments and are also recognized through appreciation mails or recognition in public during meetings.

3. Talent Management Review-Final Analysis

3.1. Diversity Ratio

Please see the Excel workbook sent by email already pasted above also.

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- Females represent 63% of the management faculty
- Of the high performers, around 60% are females
- Of the faculty which has high potential, 88% are females
- There is only 1 faculty member who has been rated low on performance, but continues to be rated as a medium potential
- The only 2 faculty members who have been rated low on potential are the professors, who are placed at the highest level in the management faculty role

E-References:

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