

07/18/2011



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# Leveraging Opportunity: Revisiting the Talent Management Process

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**Sodexo**



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## Sodexo is the leading Quality of Daily Life Solutions company in North America, delivering On-site Service Solutions

- **Revenues:** \$8 billion
- **Clients:** 6,000-plus
  - Corporate Services
  - Schools K-12
  - Universities & Colleges
  - Hospitals
  - Nursing and Retirement Homes
  - Government and Defense
  - Remote Sites
- **Employees:** 120,000



# Talent Management in the Old Days



- **Inconsistently-applied paper process for**
  - Performance Management
  - Development Planning
  - Succession Planning
  
- **Information collected was used poorly**
  - No consistent data format
  - No sharing of data cross-divisionally
  - Poor sharing of data even within a division
  
- **Difficult (or impossible) to find, use, and compile information**

# Competencies Drive Talent Management



All HR processes and systems, including those that comprise Talent Management, are based on Sodexo's managerial competency model

# Going Online

- **In 2004, Talent Management at Sodexo went from a paper process to electronic across the U.S.**
  - Consistent forms and processes
  - Significant training for users and for the HR community
  - Two years for users to get used to the system
  - Highly effective in compliance and use of the information
- **Sodexo Canada joined online tool in 2007**



# Calendar of Performance-Related Events



## ● Online Talent Management

- Upgraded twice between 2004 and 2009
- All U.S. markets and Canada use the same process
- On-line tool available in English and French
- Completion of steps measured and tracked annually
- Compliance is close to 100%

## ● Outcomes

- Regular discussions between managers and employees about performance and career opportunities
- Identification and development of a diverse high potential pool for key positions
- Identification of pool of candidates for key openings
  - 80% of key roles filled by internal candidates



# Examples of Benefits Realized: Use of Succession Planning Information



- **Assess our inventory of talent**
  - Do we have talent ready in-house?
  - Do we need to develop talent in-house?
  - Do we need to look externally?
  
- **Enhance individual performance and retention**
  - For which positions is the employee ready now?
  - For which positions will the employee be ready in the future?
  - In what career progression is the employee interested?
  
- **Determine organizational strengths and weaknesses**
  - Which competency areas are our strengths and which do we need to continue to develop?
  - What training or organizational programs will help us most?
  
- **Assist us in sales efforts**
  - Which individuals can be pulled into the sales process?

# Examples of Benefits Realized: Use of Succession Planning Information



## ○ **Help to answer “questions of interest” to the company**

- How do some employees become High Potential?
- How do we help to ensure that we have diversity in our management population?
- What is the success rate of employees who transfer or are promoted cross-divisionally as compared to those who move within a division?

## ○ **Support recruitment efforts within the U.S.**

- Recruiters have access to succession planning data
- They can seek out employees who have expressed an interest in a certain position or geographic location
- Employees still must apply and participate in the regular hiring process

## ○ **Support recruitment efforts internationally**

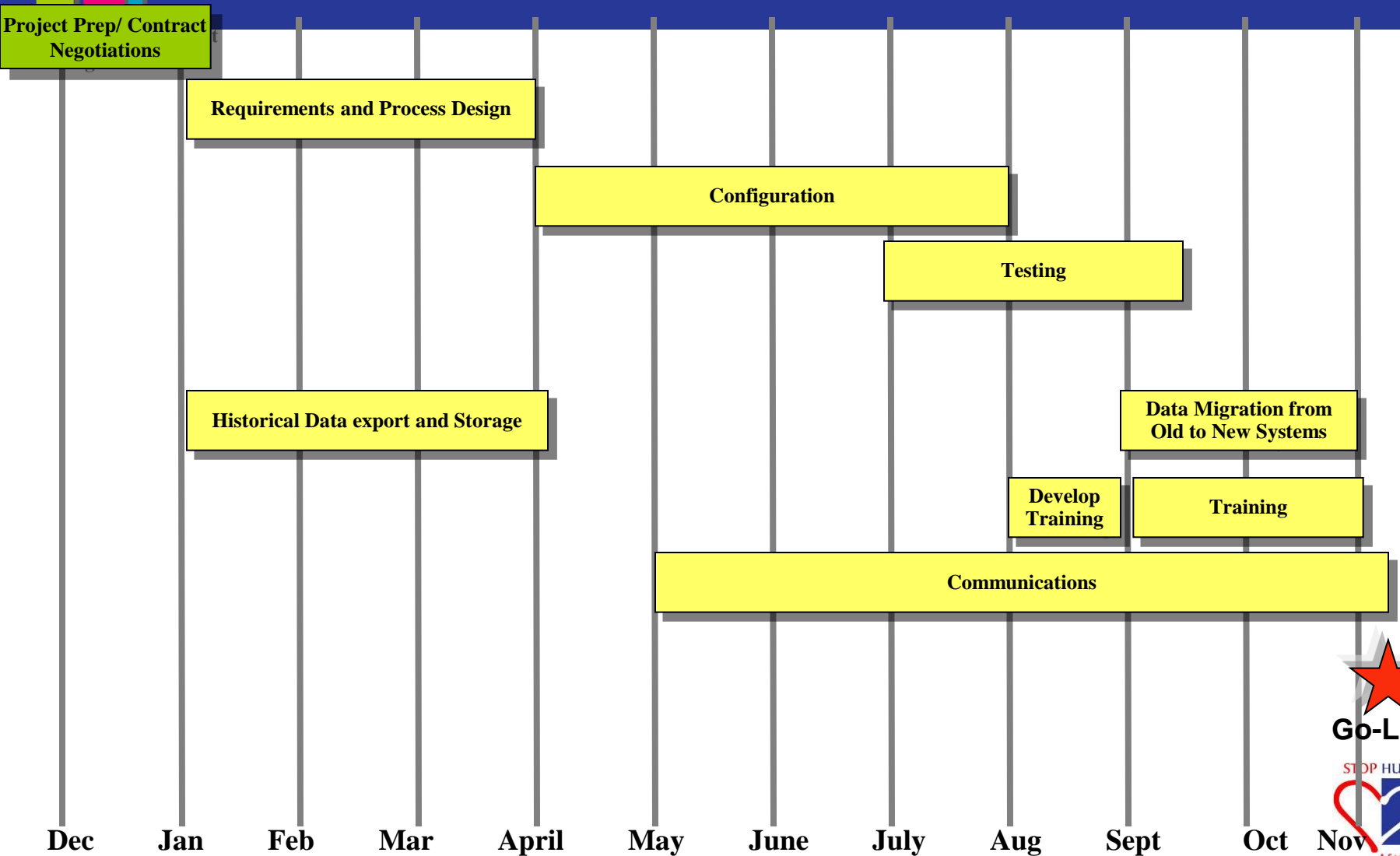
- Employees indicate their willingness to relocate internationally
- Information used to identify employees who have needed technical skills, who have expressed an interest in relocating to a given country, and who speak the local language, if that is necessary

- **Had been on the same online tool for five years and had two options:**
  - Do an expensive and time-consuming upgrade OR
  - Explore alternative systems and improvements in Talent Management technology
- **Went through RFP process**
  - Research and benchmarking
  - Demos
  - RFI
  - RFP
  - Selection of vendor
  - IT Governance
  - Final approvals

# Benefits of the New System

- **Software as a Service (SaaS) model**
- **Integration with Sodexo Group and with payroll and HRIS systems**
- **Additional functionalities**
  - More user-friendly (dashboards)
  - Better reporting
  - More flexibility
- **Cost-neutral**
- **Improved customer support**

# Timeline



# What Contributes to Success

- Executive sponsorship and support
- Operations, HR, and Administrative input solicited, used, reinforced, and operationalized throughout the process
- Buy-in achieved during vendor selection, design, and configuration processes
- Company experts in IT, HRIS, communication, change management, training, diversity, legal, and configuration part of core project team
- Listened to system users and configured processes that drive the business
- Retained the functionality that was most useful/beneficial (e.g., uses of succession planning data)
- Plan to roll out slowly, thoughtfully, and with appropriate training
- Communicate, communicate, communicate -- WIIFM



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