



Talent Reviews at Tampa International

Assessing and planning for our staff



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

What is a Talent Review and Why Should I Do One?

- A Talent Review is a mechanism to review employees in each department
 - We gain an understanding of their background, performance, strengths, opportunities, development plan, and next career steps
 - While the focus may be on professionals, supervisors, managers and up, there is value in reviewing all employees
 - Hourly employee review can be done below Director level
 - If doing annually, you can graph / track changes in performance dimensions over time in a more holistic and less time-bound way than a performance appraisal / review process
 - The Review at Executive Level gives exposure to high performers across the organization
 - We also do this as part of our “Above & Beyond” conversations

How does it work?

- I ask each Department Head to present
- The audience is;
 - Their Executive (EVP)
 - Senior Manager of Training & OD
 - GC & EVP
 - VP HR & Admin
- That Department Head (VP or Director) may be joined by their Senior Managers
- Prep time can be significant
- Presentation time:
 - Small department Half Day
 - Medium department Full Day w/ working lunch
 - Large department Multiple Days

Talent Review Tracking		
Maintenance	Paul	8-Mar
Maintenance	Paul	20-Mar
Maintenance	Paul	22-Mar
GA	Brett	21-May
Audit	Laura	9-Jul
Finance	Ann	6-Aug
Fire	Danny	N/A
ECD	Elita	20-Sep
Marketing	Danny	17-Oct
Comm / Govt	Janet	18-Oct
Exec	Dominic	24-Oct
ASD	Kenenth	at Exec
DPS	Dan	at Exec
Legal	Michael	at Exec
Procurement	Ed	10-Dec
Real Estate	Beth	7-Jan
HR	Dominic	1-Feb
Ops	Adam	12-Feb
Ops	Adam	13-Feb
IT	Marcus	26-Feb
P&D	Jeff	4-Mar
Concessions	Laurie	8-Mar
Comm Center	Adam / Shannon	18-Mar
Safety / Sec	Charlie	29-Mar

Continued...

- Some of the best learnings and goals of the exercise are not the actual presentation but the pre-work that goes into it.....the conversations at the review.....and the follow up meetings that happen later
- Talent Reviews are NOT intended to;
 - Tell department heads how to run their departments and manage their people
 - Identify employees to discipline or terminate

Talent Reviews should be a positive experience for the employees being reviewed and by the leaders presenting them

Talent review meetings are strategic sessions that take a high-level view of business and employee performance

High Professional v. High Potential

- Stop me if you heard this before.....(s)he was great at their job and / or they were next in line, so we promoted them and now we have management problems and employee issues....
 - Choosing the best candidate even if it breaks with tradition and / or distresses current employees
 - How do we best prepare employees for the next step in their career
 - Internal AND External postings / job searches

High professional = an employee who excels in their particular discipline. High professionals can have narrow but deep subject matter expertise

High potential = High-potential talent is rare and valuable. These emerging leaders and thinkers are the change-makers and problem-solvers. High potentials tend to be broad and adaptable in their learning and skills

Succession Planning

- Interim v. permanent replacement
 - Your interim replacement does not automatically equal your permanent replacement
- Ready now v. ready later
 - Someone who is not “ready now” is not a failure
- Succession Planning can often be focused on top positions, but succession planning happens every day throughout the organization
 - Hundreds of promotions at TPA during my tenure, most are MTWs, Police Officers, Traffic Specs, Ops, and Comm Center
 - Very few Executive level positions and almost no turnover, so be realistic about how to backfill these roles
 - Outside resources for succession and search

External hires can be part of a succession plan...

- Your succession plan can include outside hires
 - This does not mean you have failed to prepare for succession
 - Entry points to organization will almost always be outside hires
 - Mix of new ideas with institutional knowledge
 - Mix of public / private

*Keeping up with your industry
& function; Procurement
example*

*Keeping up with your industry
& function;
Affinity groups, etc..*

What about those higher level jobs?

- Talent Review with CEO & Exec Team to review Directors and VPs
 - We have some executive positions that will not be replaced “in kind”
- CEO succession planning driven by Board
- Executive succession planning aided by outside expertise
- With very few opportunities at this level, how do we keep from losing folks to Executive positions elsewhere – especially if they competed for one of our open Executive positions?

Other considerations....

- Blockers; how to address a performer who is not near retirement and has strong staff behind them ready to move up
- Manage fear / concern about process
- Public Records Act / Sunshine Laws
- Entry Points into an organization; and build from there....accept higher turnover in these jobs

A talent review is different than an employee performance review. During a performance review, managers discuss performance with an employee. But during a talent review, business leaders consider performance, potential, and the business's future

According to DDI's [Global Leadership Forecast](#), organizations' ability to identify and prepare high potentials remains weak overall. Only 18 percent of HR professionals surveyed rated their organization as strong in its available bench strength to meet future business needs

Metrics – *understanding macro and micro factors puts hiring / replacement / turnover in perspective*

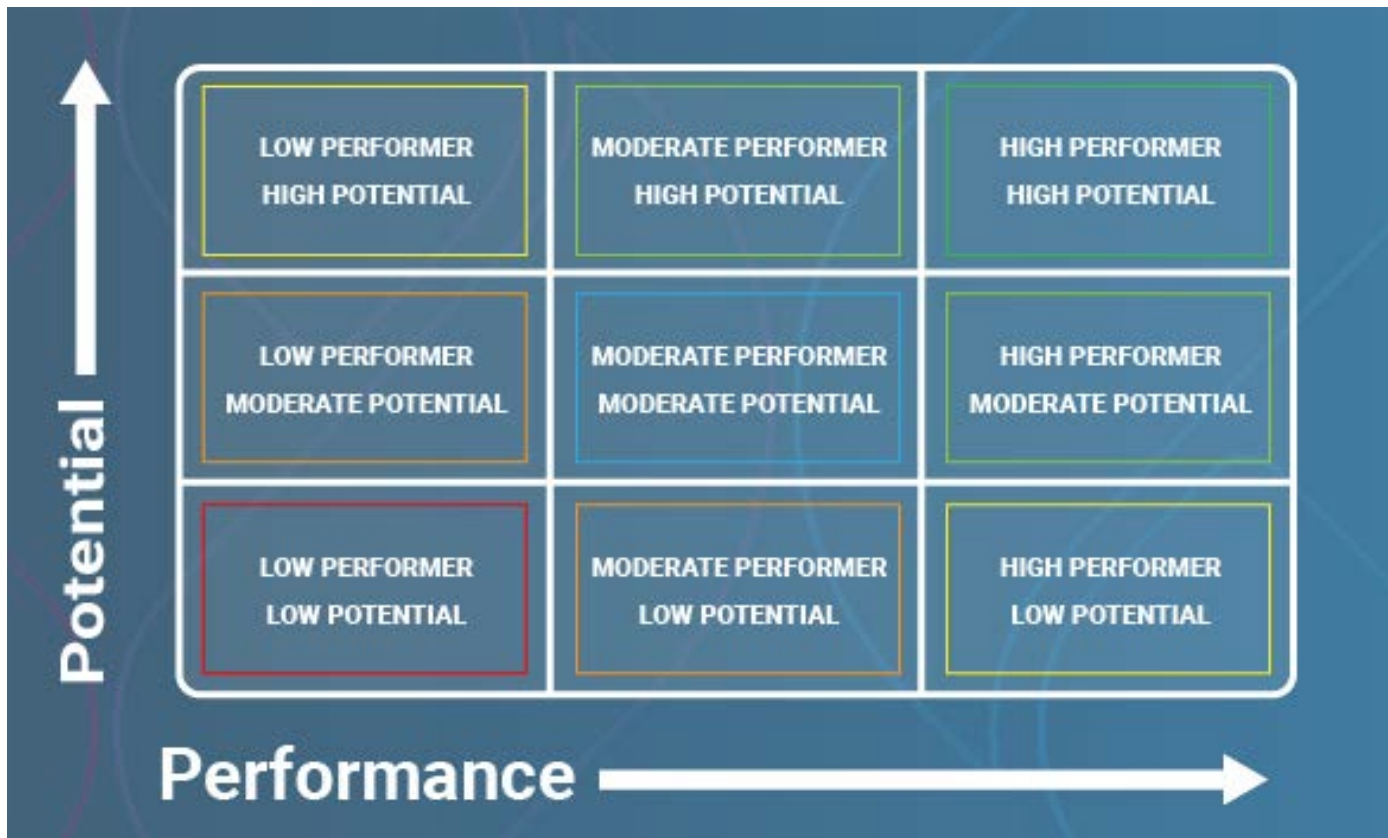
- Turnover
 - Voluntary
 - Involuntary
 - Retirement
- Tenure
- Quality of Hire
- Yield
- Vacancy Rate
- Applicant per Job
- Time to Fill
- Cost per Hire

Week ending 2/1/2019

Metric	Measurement Period	Source	Data	Date Range	Year	update
US Job Openings (seasonally adjusted)	Monthly	BLS	6,888,000	November		20182/12
US Job Openings prior month	Monthly	BLS	7,131,000	October		20182/12
US Job Openings CHANGE v. prior month	Monthly	BLS	-243,000	November		20182/12
US Unemployment rate (seasonally adjusted)	Monthly	BLS	4.0%	January		20193/8
US Unemployment prior month	Monthly	BLS	3.9%	December		20183/8
US Unemployment CHANGE v. prior month	Monthly	BLS	0.1%	January		20193/8
US Labor Force Participation Rate	Monthly	BLS	63.2%	January		20193/8
US Labor Force Participation Rate prior month	Monthly	BLS	63.1%	December		20183/8
US Labor Force Participation Rate CHANGE v. prior month	Monthly	BLS	0.1%	January		20193/8
Employment to Population ratio	Monthly	BLS	60.7%	January		20193/8
Employment to Population ratio prior month	Monthly	BLS	60.6%	December		20183/8
Employment to Population ratio CHANGE v. prior month	Monthly	BLS	0.1%	January		20193/8
US New unemployment claims (seasonally adjusted)	Weekly	DOL	253,000 W/E	1/26/2019		20192/7
Unemployment claims prior week	Weekly	DOL	200,000 W/E	1/19/2019		20192/7
US New claims CHANGE v. prior week	Weekly	DOL	53,000 W/E	1/26/2019		20192/7
US CPI CHANGE	Monthly	BLS	0.1%	December		20182/13
12 Month CPI Change	Rolling Year	BLS	1.9%	Prior 12 months		20182/13
US Non - Farm Payroll Employment CHANGE v. prior month	Monthly	BLS	304,000	January		20193/8
FL Unemployment rate (seasonally adjusted)	Monthly	BLS	3.3%	December		20182/28
FL Unemployment rate prior month	Monthly	BLS	3.3%	November		20182/28
FL Unemployment rate change v. prior month	Monthly	BLS	0.0%	December		20182/28
Tampa Bay Region Unemployment rate	Monthly	BLS	3.2%	December		20183/15
Tampa Bay Region Unemployment rate prior month	Monthly	BLS	3.0%	November		20183/15
Tampa Bay Region Unemployment rate CHANGE v. prior month	Monthly	BLS	0.2%	December		20183/15
Avg. Workweek (US non-farm) in hours	Monthly	BLS	34.5	January		20193/8
Avg. Workweek (US non-farm) in hours prior month	Monthly	BLS	34.5	December		20183/8
Avg. Workweek (US non-farm) in hours CHANGE v. prior month	Monthly	BLS	0.0	January		20193/8
Avg. Hourly Earnings (US non-farm)	Monthly	BLS	\$27.56	January		20193/8
Avg. Hourly Earnings prior month (US non-farm)	Monthly	BLS	\$27.53	December		20183/8
US Avg. Hourly Earnings CHANGE v. prior month	Monthly	BLS	\$0.03	January		20193/8
HCAA Budgeted Headcount	Fiscal Year	HR	690	FY19		20192019
Active Employees	Monthly	HR	648	1/2/19		20193/1
Open Positions	Monthly	HR	42	1/2/19		20193/1
Vacancy Rate	Monthly	HR	6.09%	1/2/19		20193/1
Quality of Hires (2019 hires still employed)	YTD	HR	100.00%	2019		20193/1
Yield (ratio of offers to acceptances)	YTD	HR	92.31%	2019		20193/1
HCAA Voluntary Turnover Calendar YTD	YTD	HR	0.16%	2019		20193/1
HCAA Voluntary Turnover annualized	Calendar Year	HR	0.93%	2019		20193/1

Templates

- I can share....
 - *Examples for today....*
 -and for your use;
 - *Talent Review Instructions and blank slide (PPT)*
 - *Leadership Effectiveness Matrix and explanation slide (PPT)*
 - *Succession Planning Chart (Excel)*
 - *HR Analytics (Excel)*



- **SHB**: Skill Holding Back (hard or soft skill).
- **BA**: Behavioral Aptitude (coachable, not coachable, unclear).



Image by Melissa Ling. © The Balance 2018

Talent Review Instructions

- Complete one summary slide for each supervisory (and up) employee (several have been included for your convenience)
- The slide can be completed with help from the employee's supervisor / manager
- Hourly employees can be grouped onto a slide for their work group. You can also do a slide for each front line employee if you like
- Complete a matrix for your supervisory (and up) group. A matrix example is included for reference, and there is a slide that details the implications of where an employee falls on the matrix. You can put all your employees in a matrix, but if you do include front-line folks, you probably want separate matrixes for the various work groups
- Slides should be sent to Dominic and Ron, who will put everything into one presentation for the entire group for our meetings

Employee: Name

Date of Hire: 2/4/2008

Title: Worker

Education: BS Accounting; University

Most Recent Review Rating: RT

Supervisor: Name

Department: HR

Certifications: CPA, CIA, CISA, CGAP

Strengths:

- Technical knowledge
- Positive attitude
- Organized / responsive
- Communication
- Thirst for knowledge / inquisitive
- Collaborative

Development Plan:

- HCAA Sky²
- Continue use of Pryor Learning Solutions
- CPE to maintain certifications

Opportunities:

- New to supervisory position
- Work paper review techniques
- Data Analysis Tools / Use of Technology for Efficiency
- GRC / Risk Assessment

Next Steps:

- Enroll in Sky2
- Increase one on one coaching with Director
- Increase experience of supervising staff (intern?)
- Continue role with Toastmasters

Employee: Brian Washburn
Service in Current Role: 4 years
Title: Senior Manager, Airfield Operations
Most Recent Review Rating: ROT-H
Size of Vertical: 15

Supervisor: Adam Bouchard
Department: Operations
Certificates: CMI, Airline Transport Pilot,
Control Tower Operator, ICS Coursework,



HIGH PERFORMER
HIGH POTENTIAL

Direct Reports:

- Lloyd Hersey (Airfield Compliance Manager)
 - 3 AOM's and 4 AOS's
- Chris Giokas (Airfield Training and Innovation)
 - 3 AOM's and 3 AOS's

Strengths:

- Project Management Skills
- Strategic Thinking/Problem Solving
- Ability to Make Decisions

Opportunities:

- Public Speaking
- Team Development Skills/Approach
- Interdepartmental Socialization

Next Steps/Development Plan:

- Join Toastmasters
- Complete AAE Credential
- Develop Interpersonal Skills

SHB: Soft Skills
BA: Coachable

Date of Hire: 7/21/2014

VISION: *Strong Leadership Team*

Mission: *Optimization of Leadership where all managers oversee trades and manage contracts, superintendents are empowered to manage their sections*

- *Identify “strengths” and capitalize staff through further development and job enrichment opportunities*
- *Succession Planning: identify key people and develop*
- *Identify “areas of opportunities” and develop staff through training, mentoring, and/or proper placement within the organization*

“Every block of stone has a statute inside it and it is the task of the sculptor to discover it.”

Michelangelo

My task is to chip away and discover the talent, develop the people, and continuously improve my organization through strategic planning.....

SUMMARY SLIDE

Employee: Kevin McLean

Supervisor: Mark Stolze

Date of Hire: May 2005

Title: Airfield Supervisor

Education: High School

Certifications/Training: Sky Leadership Development Program—current; FDOT Pavement Inspection and Distress Repair; Performance Management; You're a Supervisor Now What?; Procurement Requisition Training; FDOT Bridge Inspection Training; Airfield Markings—Sight Line; CITE Pavement Markings—University of Maryland; Purchasing Card Training; Stripe Hog Waterblasting Certification

FY17 EOT Review Rating: High Right on Target



- **Strengths:**

- Dedicated with “Can do” attitude
- Great Leadership and Communication with Airfield Section
- Thinker and Outstanding Public Speaker
- Team Work and Mentoring of Employees
- Extremely Respectful
- Pavement Maintenance
- Collaborates extremely well with other Departments
- Recent Waterblasting “StripeHog” Certification

- **Opportunities:**

- Leadership – further development
- Development of computer skills
- Further development of budget process
- Time Management
- Report writing and presentation courses
- Administrative processes – Performance Management

- **Development Plan:**

- HCAA Sky Leadership – Currently Enrolled
- HCAA Employee Relations (Communications, Delegation, Difficult Employees)
- FEMA ICS 100 & 700 Series (free on-line)
- OSHA 30 Hr. Construction Certification (USF on-line \$179)
- Further Develop Airfield Paint Marking Design Layout
- AAAE Airport Certified Employee (ACE) - Airfield Operations Certification

- **Next Steps:**

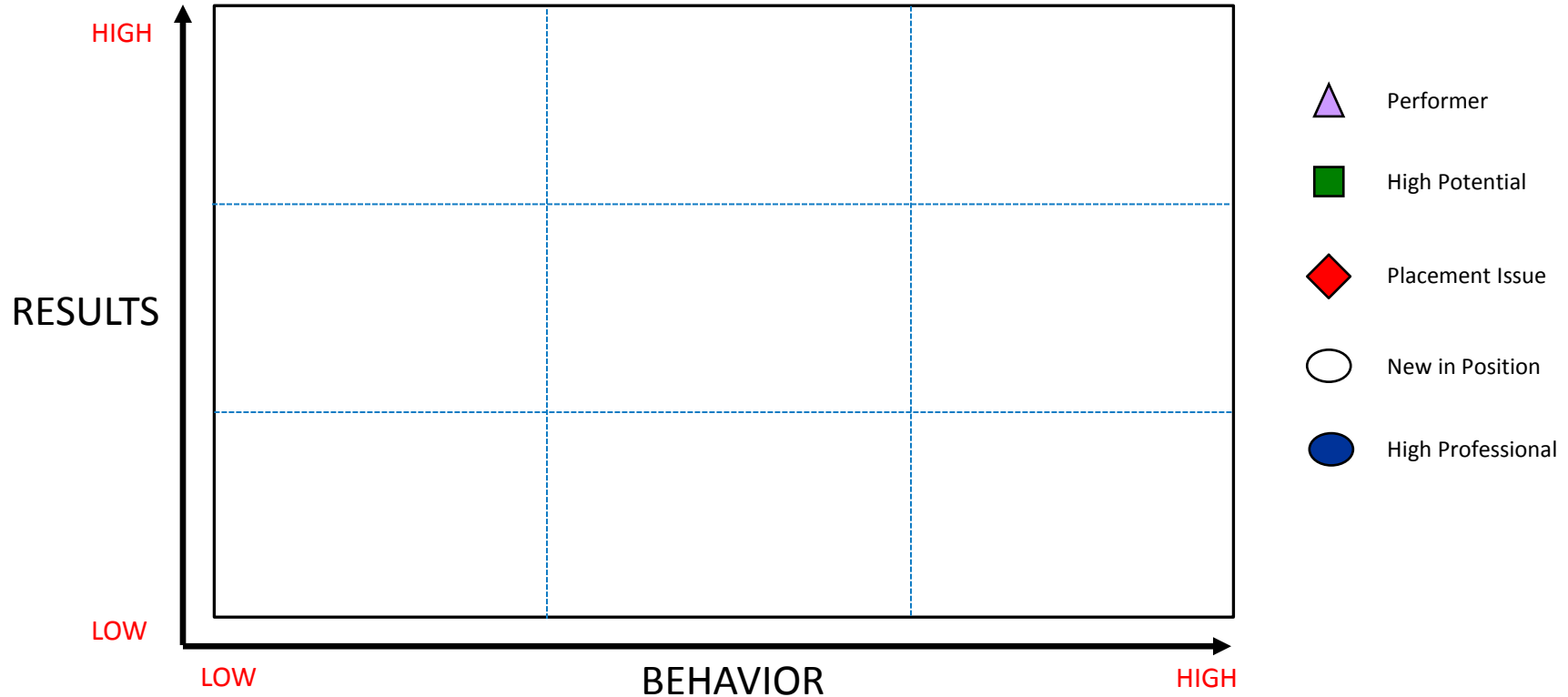
- Enroll in HCAA Sky Leadership
- Enroll in HCAA Employee Relations Program (Communications, Delegation, Difficult Employees)
- Complete FEMA ICS 100 and 700 Series
- Complete OSHA 30 Hr. Construction Certification (USF on-line \$179)
- Performance Management and Report Writing courses
- **Job Enrichment: Work with Superintendent for further development with Airfield Paint Marking Design; Budget, Procurement and Requisition Process.**

TRAINING RECOMMENDATIONS

1. **ACI Certificate Course in Terminal and Landside Operations** with airport baggage handling system management modules
<https://www.olc.aero/Courses/Certificate-in-Terminal-and-Landside-Operations.aspx>
2. **Florida Certified Contract Manager (FCCM)**
https://www.dms.myflorida.com/business_operations/state_purchasing/state_purchasing_service_updates/training_opportunity_florida_certified_contract_manager_fccm_training
3. **Incident Command Courses 100 & 700:** Provides training on the procedures for establishing an Incident Command
<https://training.fema.gov/is/>
4. Systems Maintenance and Systems Operations Superintendent are developing a maintenance training program for Systems Operations MTWs and a Qualified ADM maintenance training program for the Systems Maintenance employees.

Purpose of Training: To develop a career path of progression for MTWs and ADMs as follows:
 - MTW's who complete the Operations Maintenance Training Program will be considered for vacant Systems Maintenance ADM positions (Farm Team Approach – develop within and promote)
 - ADM's who complete the ADM Maintenance Training Program will receive a Certificate of Completion from the Authority and will be recognized as a **Qualified Automated Devices Mechanic**. These employees will be eligible for a pay increase (**method of incentive pay TBD**).
5. **Transit Safety and Security Program (TSSP) Certificate:** The Certificate of Completion indicates that the individual has a broad-based knowledge of the safety and security principles applicable to transit system safety, operations and management. This is a pre-requisite program in order to enroll into the **World Safety Organization Certificate (WSO)**.
6. **World Safety Organization Certificate:** This certificate is the equivalent to the AAE for rail and transit safety compliance <http://worldsafety.org/wso-professional-certifications/>

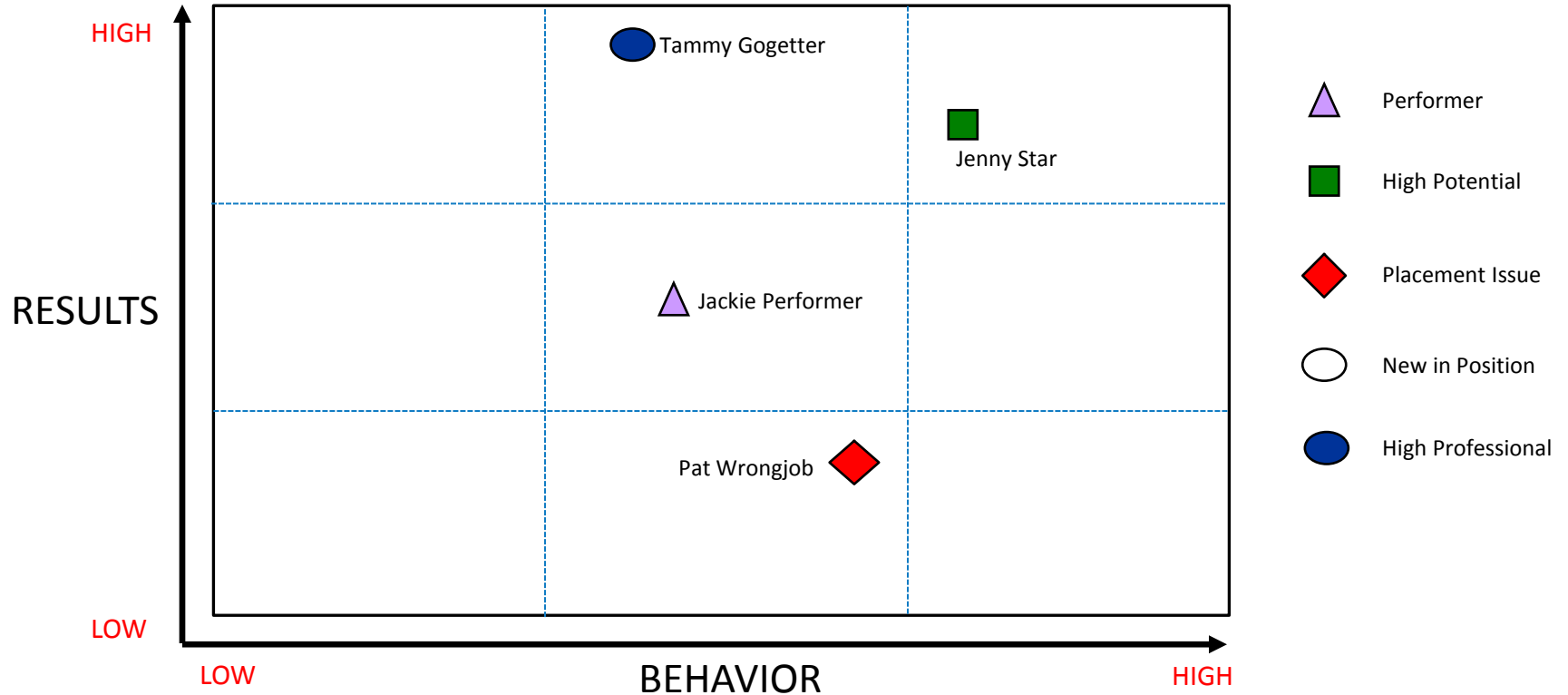
Leadership Effectiveness Matrix – *the 9 box format endures!*



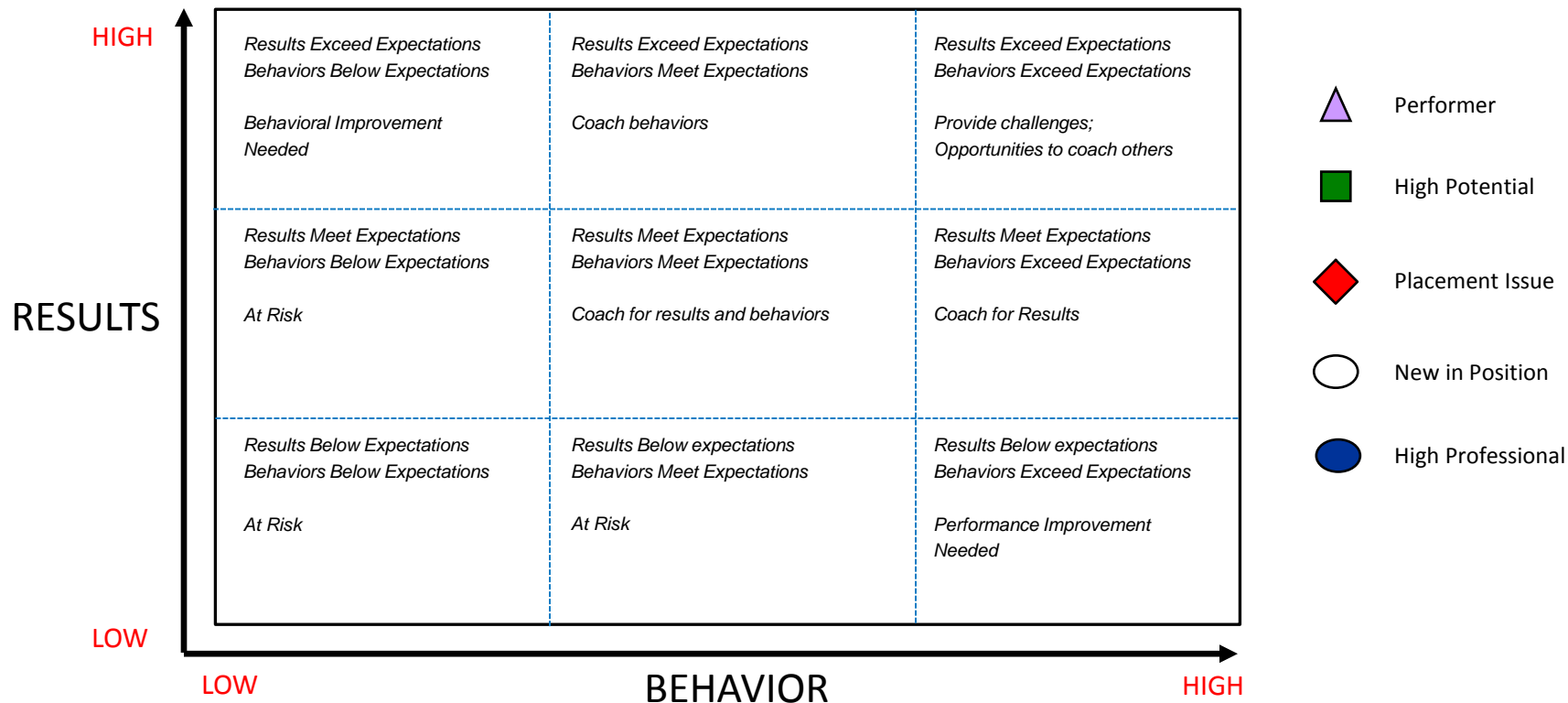
Leadership Effectiveness Matrix - Definitions

- Performer
 - “steady” employee who can be counted on to complete the tasks associated with their current role
- High Potential
 - Promotable to a significantly larger leadership role
- Placement Issue
 - Employee who is either not a fit for their current role or who, based on tenure or performance may be “blocking” another employee from advancing
- New in Position
 - Assumed their current role within the previous six months
- High Professional
 - Typically refers to an employee in a technical position who excels in their current role but who is *not* promotable to a significantly larger leadership role

Leadership Effectiveness Matrix - Example



Leadership Effectiveness Matrix - Implications



Succession Planning

VP Nancy Airport			
Director Joe Terminal			
Department Finance			
		Position	Finance Director
<i>Legend</i>		Incumbent	Joe Terminal
Ready now		1st successor	Sue Finance Manager
6 - 12 months		2nd	Jim Finance Manager
12 - 24 month		3rd	Terri Financial Analyst
2+ years			
		Position	Finance Manager
		Incumbent	Sue Finance Manager
		1st successor	Outside Hire
		2nd	Terri Financial Analyst
		3rd	
		Position	Financial Analyst
		Incumbent	Terri Financial Analyst
		1st successor	Bill Accountant
		2nd	Outside Hire
		3rd	Outside Hire
		Position	Accountant
		Incumbent	Bill Accountant
		1st successor	Outside Hire
		2nd	Outside Hire
		3rd	Outside Hire