



Talent Development Guidelines

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Purdue Human Resources

Leadership and Organizational Development

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Purpose and Benefits

PURPOSE

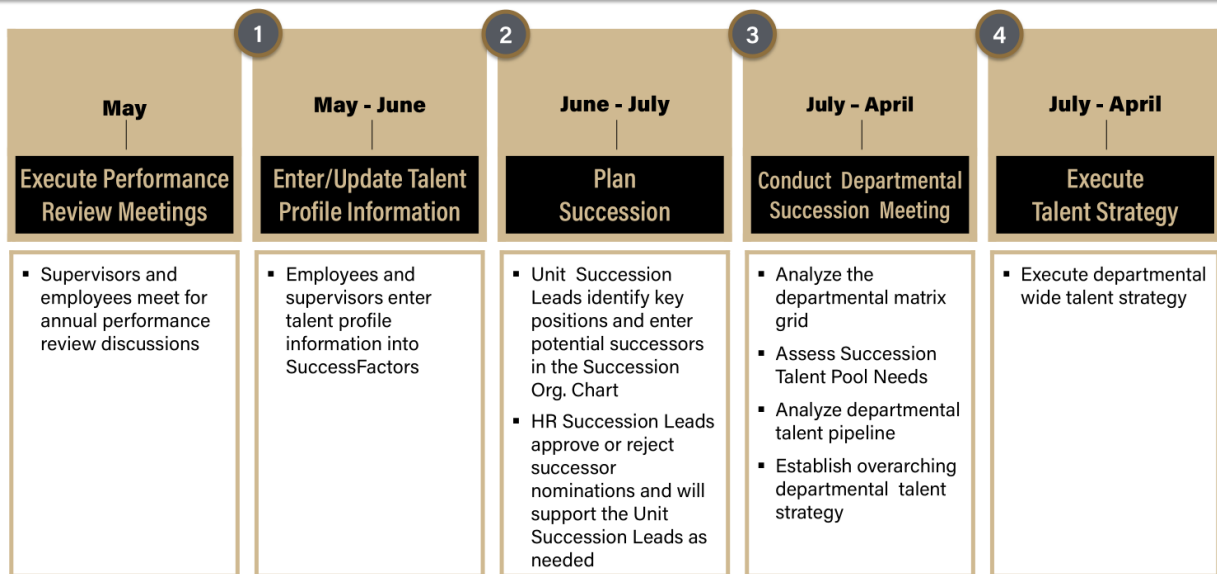
Our goal is to ensure organizational continuity and to cultivate careers within the Purdue workforce.

FIVE IMPORTANT BENEFITS

1. **Promote a position-based talent approach** that maintains active development strategies plans for key positions irrespective of employee mobility or turnover. This increases organizational agility and resilience by ensuring continuity in key positions.
2. **Enhance strategic workforce planning** by identifying and preparing employees for future career opportunities. This empowers the university to identify and mitigate future risks to organizational continuity through effective talent development.
3. **Boost talent engagement through supervisor and employee empowerment.** The supervisor provides performance/potential ratings and ensures transparency and accountability. The employee plays an active role in their career management fostering a proactive culture of professional development and continuous growth. This enhances clarity in career progression as employees better understand actions required to achieve their career goals.
4. **Uncover hidden talents at the university.** Implement a comprehensive strategy for talent identification and development, fostering talent growth across all organization levels. This enhances resource management by identifying employees' skills and untapped potential.
5. **Use of a performance potential matrix for data-driven decision making.** This graphic chart helps to optimize talent utilization by aligning individual skills and potential with strategic business needs.

Timeline & Process

Annual Talent Development Timeline



Talent Development Process

Our university-wide talent activities are aligned with the annual performance and goals process. Both processes start in May and end in April of each year. Listed below are the key activities and deliverables of each talent phase. Visit the [Talent Development @ Purdue](#) website to access talent resources.

- Identify Critical Positions & Talent:** Phase one of the succession process empowers the Unit Succession Lead (USL), supervisor, and employees to act. The USL will identify key/critical positions within the unit; the university has determined that M5 through E3 positions are key positions. In addition to these key positions, USLs are empowered to designate additional key positions as appropriate. During this phase, supervisors and employees are empowered to enter important talent information into the Talent Profile Portlets. Collectively, this information serves as the essential foundation for effective succession planning.
- Plan Succession:** During this phase, the USL will identify successors for each key/critical position within their unit. The USL will also consider talent development efforts to elevate the readiness of each successor. This phase increases organizational agility and resilience by ensuring continuity in key positions.
- Conduct Unit Succession Meetings:** During this phase, unit leadership (i.e., vice presidents, deans, etc.) will partner with HR to analyze the work of the USLs and develop a comprehensive unit-wide talent strategy.
- Execute Talent Strategy:** Once a comprehensive unit-wide strategy is established and communicated, USLs will leverage this strategy document to support their individual efforts.

Talent Profile Portlets

12 TALENT PROFILE PORTLETS

FORMAL EDUCATION	CERTIFICATION & LICENSES
INTERNAL JOB HISTORY	
PREVIOUS EMPLOYMENT	
PERFORMANCE TRENDS	CAREER GOALS
POTENTIAL	TALENT FLAGS
NOMINATION	SUCCESSOR
DEVELOPMENT	
PROFESSIONAL MEMBERSHIPS	

Listed below are key features of the Talent Profile; review this information before getting started.

- **Noneditable portlets** include the Internal Job History and Performance Trends portlets.
- **Four talent portlets that are not accessible to the employee.** They include Potential, Talent Flags, Nomination, and Successor portlets. Supervisors are responsible for sharing this information with employees as appropriate.
- **Employees are responsible for entering data into six portlets.** They include Formal Education, Certifications & Licenses, Previous Employment, Career Goals, Development, and Professional Memberships portlets.
- **Supervisors will enter potential scores annually and update talent flags** throughout the succession period as appropriate.
- **Unit Succession Leads will upload information into the Nomination and Successor portlets.** Supervisors have view-only access to these portlets.

Additional Guidelines

- Access the supervising@purdue website and reference the Talent Portlet & Succession webpage for additional guidance.
- Employees are responsible for uploading their formal education and career goals, and ensuring their development goals are properly updated. HR will not approve succession nominations for employees if these portlets are not properly updated. Employees are encouraged to enter all active certifications & licenses and professional memberships; however, submission of these fields is left to the discretion of unit leadership and/or the employee.
- Supervisors are responsible for entering potential scores annually. A **Low Score** indicates the unit's intent to provide development opportunities to grow the employee in their duties/responsibilities within their current role. A **Medium Score** indicates the unit's intent to provide stretch development goals at the employee's current classification level. A **High Score** indicates the unit's intent to assign developmental opportunities above the employee's current classification level.
- Supervisors will meet annually with their direct reports to discuss their potential score, review their talent portlets, and outline high-level development and career goals.
- Supervisors are responsible for recording talent flag information. Talent flags are an essential element of the succession process and appear on the face of each position tile.

Succession Tools

6 SUCCESSION TOOLS

SUCCESSION ORG CHART (SOC)
POSITION TILE
LINEAGE CHART
TALENT POOLS
TALENT SEARCH
PERFORMANCE POTENTIAL MATRIX

Purdue leaders have access to the Position Tile and Talent Search tools; however, these tools are mostly utilized by HR professionals.

Purdue leaders have access to succession tools. Only directors at an M5 level or higher and executives are assigned access to the university succession tools.

1. **Use the Succession Org Chart (SOC) Tool** to view position tiles and talent information from a hierarchal reporting and team view. Use the SOC to quickly search for positions and nominate individuals as successors.
2. **Use the Position Tile Tool** to view all positions within the university and use filters to perform inquiries. While Purdue leaders have access to this tool, it is mostly utilized by HR professionals.
3. **Use the Lineage Chart Tool** to study how succession decisions might impact other positions within the unit.
4. **Use the Talent Pools Tool** to assign unit members to a talent pool and/or analyze your unit members' participation in a specific talent pool.
5. **Use the Talent Search Tool** to perform basic and advanced searches, and performance and potential searches within your specific unit. While Purdue leaders have access to this tool, it is mostly utilized by HR professionals.
6. **Use the Performance Potential Matrix Tool** to generate a single chart containing talent information for every employee within your unit who is assigned a performance review and potential score during the report period.

Additional Guidelines

- Access the supervising@purdue website and reference the Talent Portlet & Succession webpage for additional guidance.
- The Unit Succession Lead can utilize the Talent Profile portlet to assign successors; however, this is not the most efficient process. Instead, we encourage the use of the Succession Org Chart (SOC) when nominating and assigning successors. All successor appointments are marked pending until HR has given its approval; this process can take up to three weeks. Only employees with HR approval are granted successor status. While targeted development opportunities are made available to position successors, successors must apply and participate in all selection activities outlined for the hiring process.
- The university has determined that all M5 through E3 positions are key/critical positions. In addition to these key positions, USLs are empowered to designate additional key positions as appropriate. Each key position must have one or more successor(s) identified. This increases organizational agility and resilience by ensuring continuity in key positions.
- The Talent Pool tool will be fully functional at go-live; however, talent pools will start appearing in May 2025 at the start of the 2025-26 succession period.