



Human Resources and  
Skills Development Canada

Ressources humaines et  
Développement des compétences Canada

Canada

Now and Tomorrow  
Excellence in Everything We Do



# A Transformative Journey: Talent Management at Human Resources Skills Development Canada's Innovation, Information and Technology Branch

Public Sector Transformation  
Conference Board of Canada, November 23, 2009

Johanne Roberge Innovation, Information and Technology Branch,  
Human Resources and Skills Development Canada  
Christina Sutcliffe Innovapost



# Contents

- Setting the Context
- Talent Segmentation:  
The Process
- Lessons Learned and  
What is Next



# Contents

- Setting the Context
- Talent Segmentation:  
The Process
- Lessons Learned and  
What is Next



# Revolution

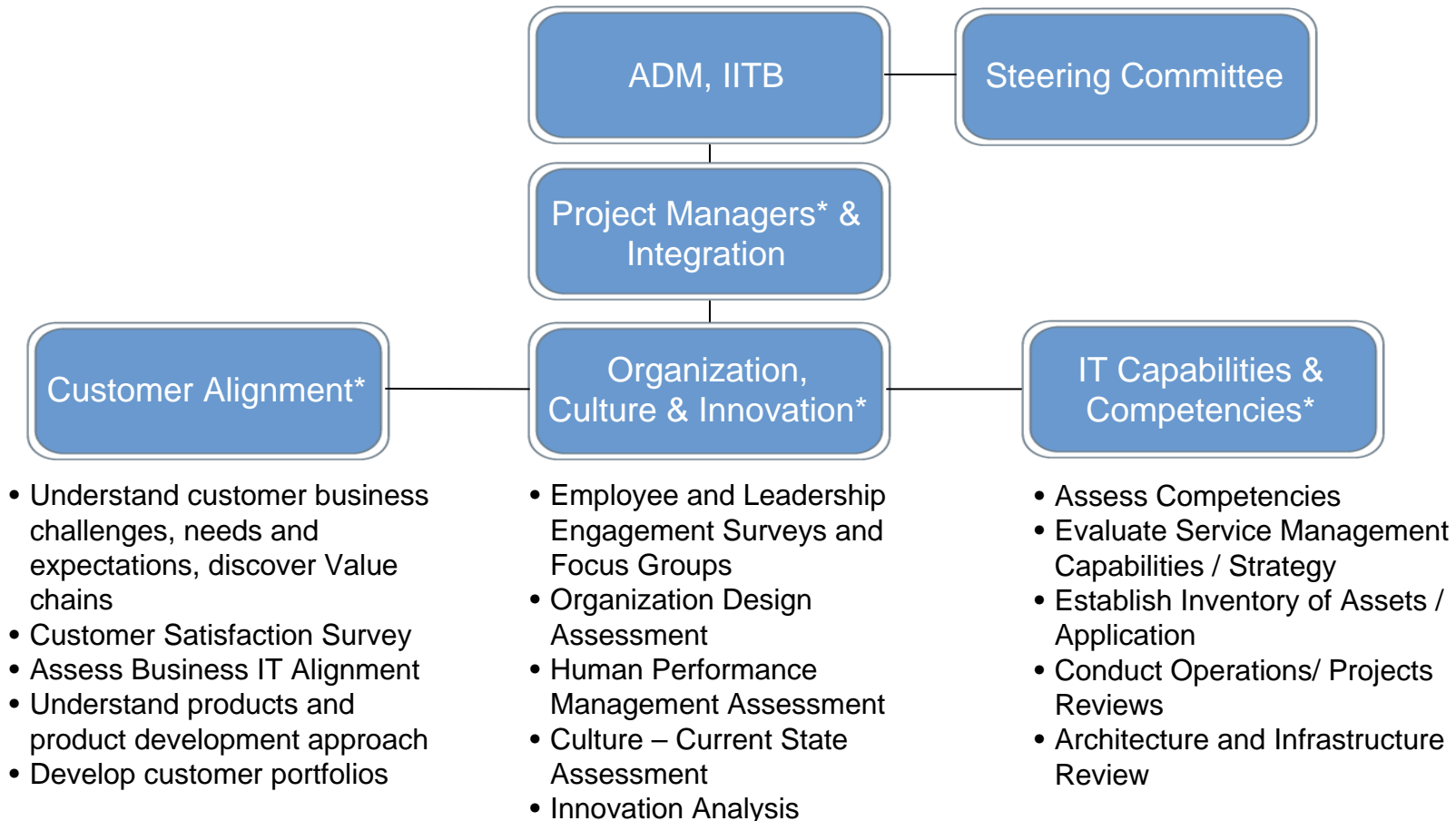
**“A fundamental change in the way of thinking about or visualizing something”**

**“A change of paradigm”**

**Merriam-Webster Dictionary**

# Organizing to Drive World-Class IT

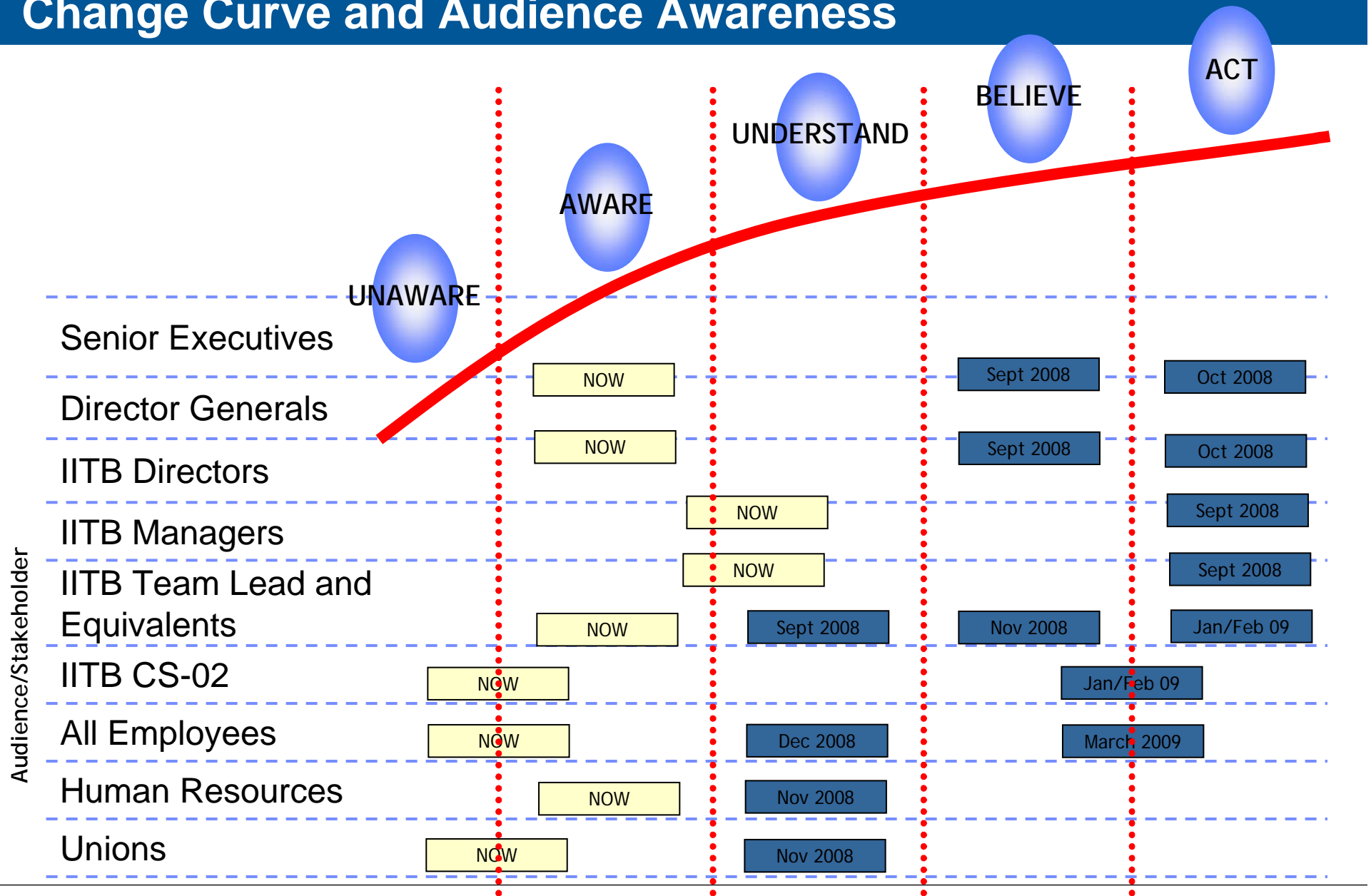
\*Innovapost and HRSDC Co-Leads



# An Integrated Approach

- **The Talent Management program involves:**
  - Performance Management
  - Pre-defined competencies tied to various Career Paths
  - Talent Segmentation
  - Resource Management
  - Human Resources Planning
  - Change Management Strategy

# Change Curve and Audience Awareness



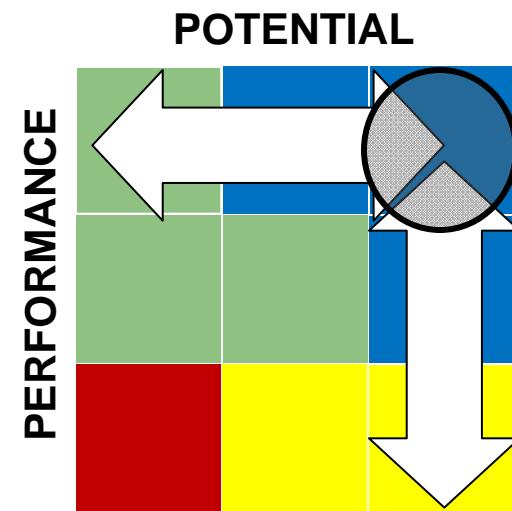
# Contents

- Setting the Context
- Talent Segmentation:  
The Process
- Lessons Learned and  
What is Next



# What is Talent Segmentation?

- Talent Segmentation groups employees based on their demonstration of performance and potential.
- The process assesses individuals according to:
  - Performance: *what* they have accomplished against their work objectives
  - Potential: *how* they have met those work objectives
- The Integration of these two points is the placement on the talent segmentation grid.



# The Process: Talent Segmentation

## 1. Prepare and Evaluate

Collect Supporting Documentation and Feedback



Evaluate Performance



Evaluate Potential



End of Year Review Discussion

## 2. Talent Segmentation (TS) Workshop

Review of Individual Performance and Potential



Peer Review of Talent Pool



Calibrate Results

## 3. Coaching for Performance

Share Talent Segmentation Results with Candidate



Integrate Results with Performance and Learning Agreement (PLA) and Branch HR Planning

# Talent Segmentation Workshops

- Facilitated 3-day workshops
- 20-30 evaluators in any session
- Mandatory executive representation
- Peer review of Candidate assessment
- Calibration used to evaluate consistency of assessment between evaluators



# Contents

- Setting the Context
- Talent Segmentation:  
The Process
- Lessons Learned and  
What is Next



# Key Reflections

## ■ Benefits:

- 71% of survey respondents believe we are on the right track
- Talent Segmentation acted as a catalyst for effecting cultural change and transformation; it created a 'What's In It For Me'
- Indicators are
  - Incredible management commitment
  - Managers asking to be involved longer in HR committee to enforce TM principles
  - Employees wanting to go on assignment to gain experience in other domains
  - Multiple offers to pool candidates = managers realizing the incredible breadth of talent

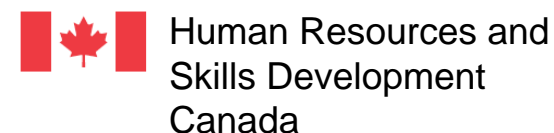
## ■ Lessons Learned:

- Importance of improving people management skills/performance feedback before moving to branch-wide implementation
- Need to do further education of talent segmentation as a developmental tool versus a promotional mechanism

# Contact

**Johanne Roberge**, Director,  
High Performance Workforce,  
Innovation, Information and Technology Branch,  
Human Resources and Skills Development Canada  
819.997.8655

[johanne.roberge@hrsd-rhdsc.gc.ca](mailto:johanne.roberge@hrsd-rhdsc.gc.ca)



**Christina Sutcliffe**, Senior Consultant,  
Change & Human Performance Practice,  
Consulting Services  
Innovapost  
613.203.4466

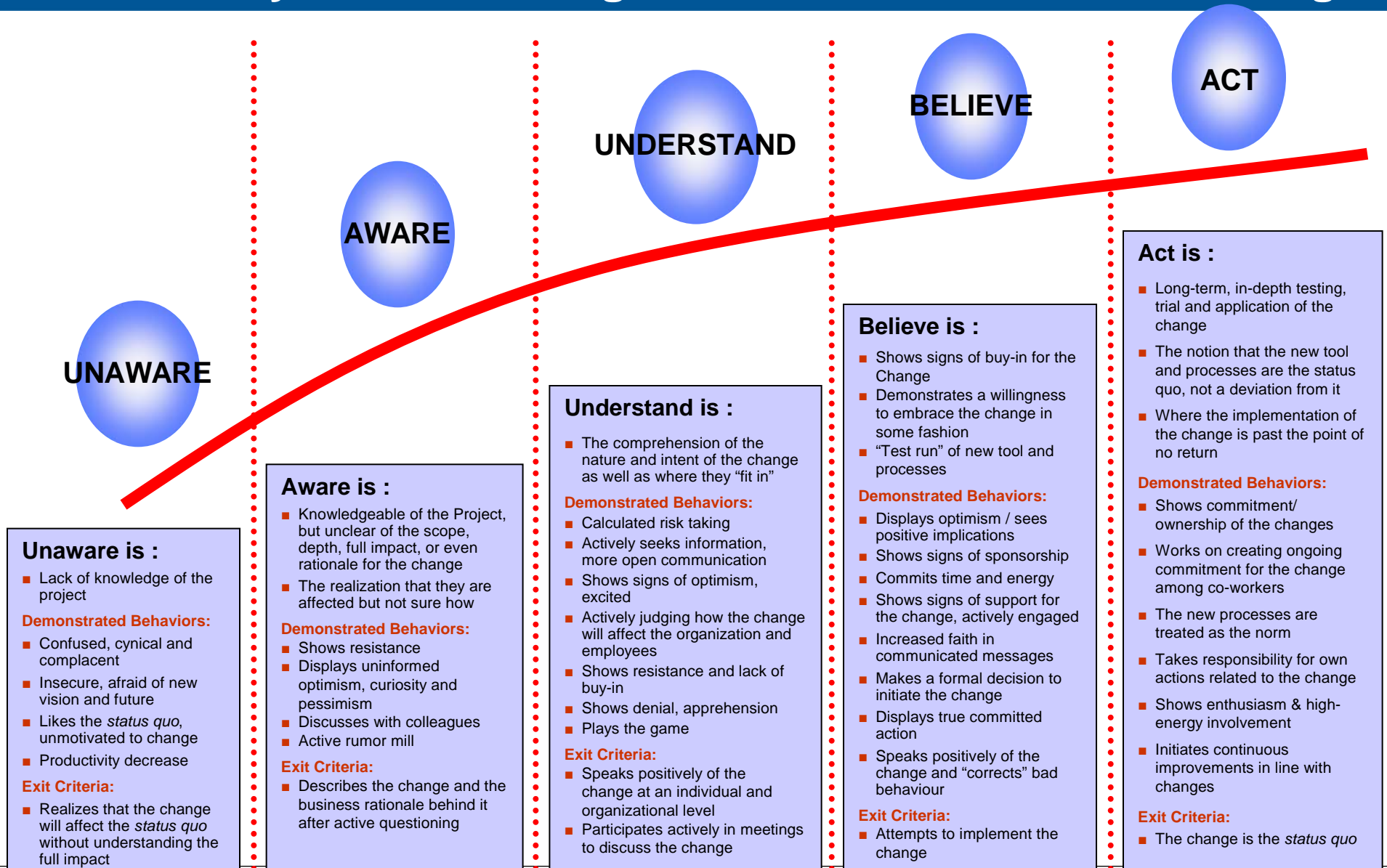
[Christina.sutcliffe@innovapost.com](mailto:Christina.sutcliffe@innovapost.com)



- Background Slides



# The Journey: Action through Communications and Training

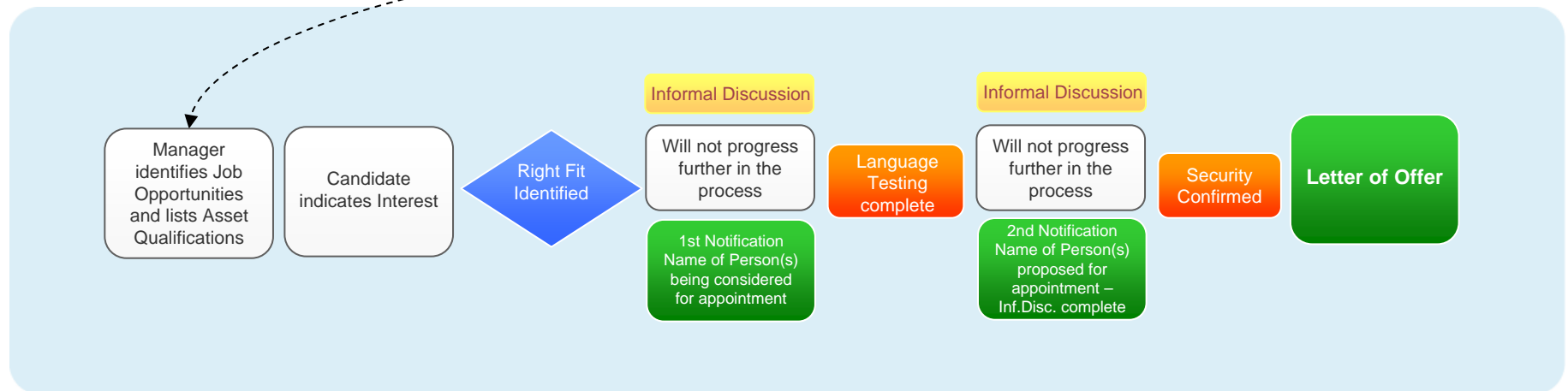


# The Process: Fitting into the Advertised Process

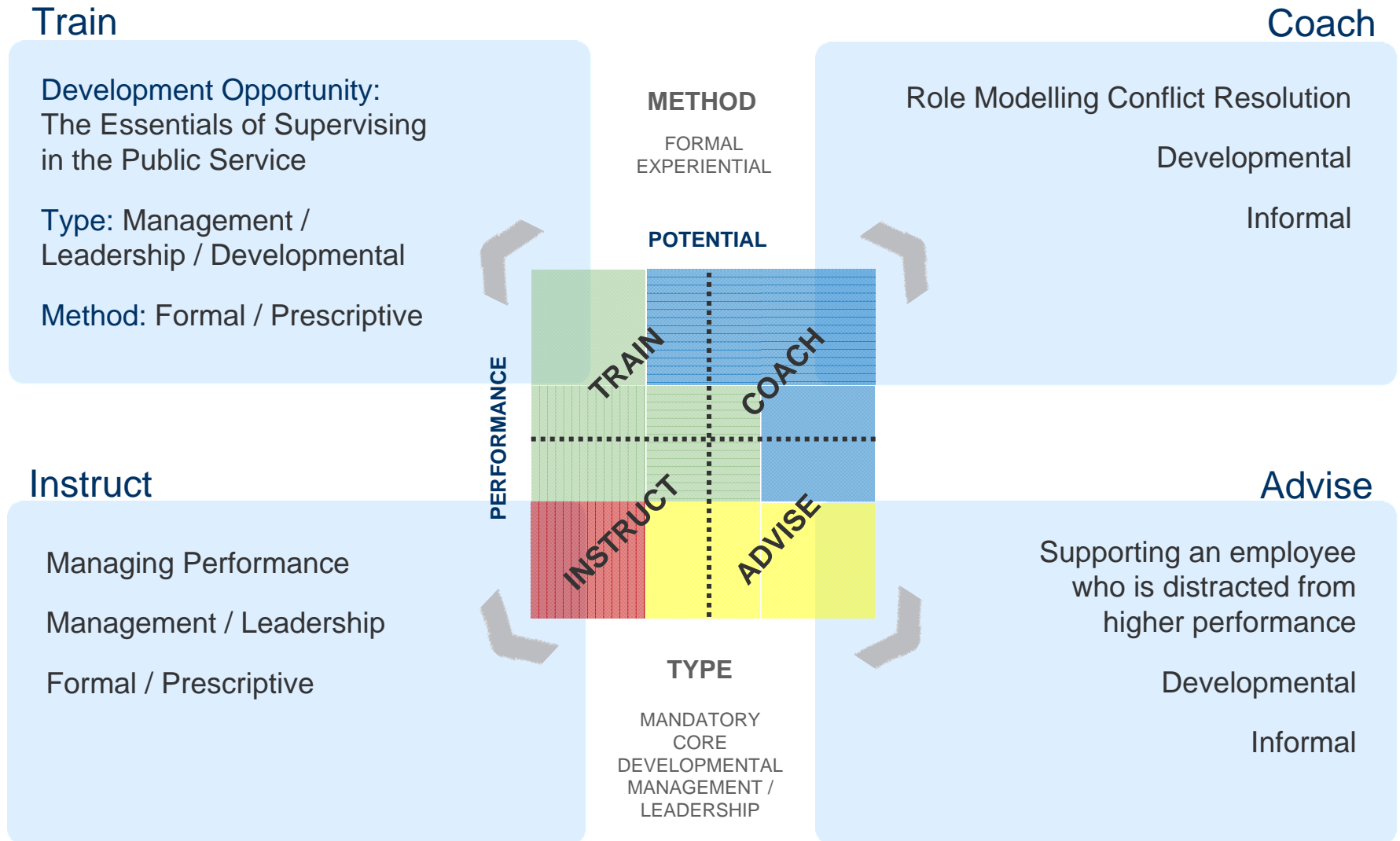
## Step 1 – Performance and Potential



## Step 2 – Right Fit



# The Process: Aid to Career Development



# About Innovapost

- Innovapost is a leading provider of IT solutions and services to the Canada Post Group of Companies and their customers
- Innovapost specializes in business and technical consulting, change & human performance management, SAP, e-business, retail and mobility solution development
- Since the company was founded in 2002, Innovapost has delivered over \$300 million in operational cost savings to its clients
- For Canada Post alone, application support costs have decreased by 20%, and infrastructure costs have decreased by 29%
- ISO-9001:2000 certified service provider and an SAP Customer Competency Center since 2005
- Website: [www.innovapost.com](http://www.innovapost.com)