



State of California  
**Franchise Tax Board**

Paul Ogden, Director  
Business and Human Resources Bureau



# Talent Management





# What is Talent Management?

- **Talent** = Our employees
- **Talent Management** = How we recruit, train, retain
- **Goal** > Manage all aspects/services holistically



# Why do we need to manage talent?

- Make conscious decisions regarding areas of focus
- Strategically work on highest priorities



# Services



Recruiting



Hiring



Onboarding



Core Competency



Job Specific  
Competency



Leadership  
Competency



Workforce  
Planning



Physical  
Environment



Cultural  
Environment



Guidance



# How Does This Translate into a Talent Management Approach?

## Four Steps:

- 1) Identify Services
- 2) Describe/Define Services and Scope
- 3) Determine Health Rating of Each Service
- 4) Develop Process for Assigning Priority





[Browse for Training](#) | [View Your Transcript](#) | [Events Calendar](#) | [Interests and](#)  
On Wednesday, February 25, 2015 from 2:00 PM PST to 6:00 PM PST, your portal will be briefly

### Competency Assessment for Madeleine C.

Please rate the effectiveness of this user for each competency.

 - Add Comment    - Edit Comment

### Rating Scale

SCORE	RATING	DESCRIPTION
Not Yet	Not Yet	Development is needed or desired to successfully demonstrate these behaviors.
Yes	Yes	Successfully demonstrates these behaviors.

Recommended Objectives & Action Steps - Internet Explorer

https://corporate1proxy-stg.csod.com/EPM/DevPlan/RecommendedObjectives.aspx?pb=\_\_doPostBack(%22ct00%24ContentPlaceHo

File Edit View Favorites Tools Help

## Recommended Objectives and Training

View: Selected Objectives and Training from a Competency Assessment ▼

Core Competency Assessment - Test ▼

View Recommended Actions  View All Actions

### Development Actions

OBJECTIVE
› Customer Focus - Core rev
<b>Recommended</b>
<input type="checkbox"/> Customer Service Excellence (Event)
<input type="checkbox"/> How to Deliver Exceptional Customer Service (Event)



# What are We Hoping to Accomplish?

- More Efficient Use of Resources
- Results-Focused
- Quantify Value/Results
- Stronger Organization
- Remain Employer of Choice



# Questions



**Talent** Management

Explore / Discover / Arrive