

Talent Management System - Operational Plan

The district establishes a talent management team with operational expertise and multiple perspectives.

PRACTICE 1

PREPARATION

GETTING

AWARE

The district engages in an inventory of knowledge, experience, and skills in implementing the talent management system, including human resources staff, and staff with experience in the hiring process. The district seeks external support and consultation for training around talent management processes and strategies to ensure there is a core of district leaders with a foundational knowledge of the system.

GETTING READY

District and building leaders develop a plan addressing talent management functions for the district, utilizing research-based practices and state law to guide the process. The district develops a charter for a talent management team, defining the functions of the team, expectations for work, and how the work of the team will intersect with other district systems. The plan identifies key perspectives needed on the team, and how team functions will integrate with individual job descriptions for members.

PROGRESS INDICATORS

GETTING STARTED

The district has a talent management team that is charged with leading and coordinating talent management and/or coordinating aspects of this system. The team includes members from the human resources department and district and building leaders.

GETTING BETTER

The district has a talent management team that is charged with leading and coordinating talent management and/or coordinating aspects of this system. The team is composed of members with strategic and operational knowledge of human resource operations and multiple educator perspectives, including district, building, and instructional leaders.

KEEP IMPROVING

District leaders set up a structure within the talent management team for addressing all relevant practices at the district and building levels. Team membership includes training around relevant practices and incorporates permanent and revolving members with ranging perspectives. Membership is reviewed regularly to ensure team composition is appropriate for the practices and desired outcomes of the process.

RESEARCH REFERENCES FOR THIS PRACTICE:

Berger, L. A., & Berger, D. (2017). The talent management handbook: Making culture a competitive advantage by acquiring, identifying, developing, and promoting the best people. McGraw Hill Professional.

Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford handbook of talent management. Oxford University Press.

Davies, B. J., & Davies, B. (2011). Talent Management in Education: Doing Research for School Improvement. Talent Management in Education, 1-200.

Davies, B., & Davies, B. J. (2010). Talent management in academies. International Journal of Educational Management, 24(5), 418-426.

Grissom, J. A., Rubin, M., Neumerski, C. M., Cannata, M., Drake, T. A., Goldring, E., & Schuermann, P. (2017). Central office supports for data-driven talent management decisions: Evidence from the implementation of new systems for measuring teacher effectiveness. Educational Researcher, 46(1), 21-32.

Holcombe, A. A. (2020). Strategic Talent Leadership for Educators: A Practical Toolkit. Routledge.

Runhaar, P. (2017). How can schools and teachers benefit from human resources management? Educational Management Administration & Leadership, 45(4), 639-656.

Stahl, G., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., ... & Wright, P. (2012). Six principles of effective global talent management. Sloan Management Review, 53(2), 25-42.

Swanson, R. A. (2022). Foundations of human resource development. Berrett-Koehler Publishers.