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# Talent Management for Future

- Personnel Development Committees in Ford

**⑩ History of People Development Committee**

**⑩ Key PDC Functions**

**⑩ Roles & responsibility**

**⑩ How it support Talent Development strategy**

**⑩ Q&A**

# History at Ford of PDC's

⑩ Started in Europe and North America

⑩ Line managers were frustrated with short-term position replacement processes

- Fill Positions
- Develop Employees

⑩ Line managers were unsure if they were selecting the “best” person for their open positions

⑩ Reactive versus proactive personnel decisions

⑩ Insufficient candidate depth

# History at Ford of PDC's

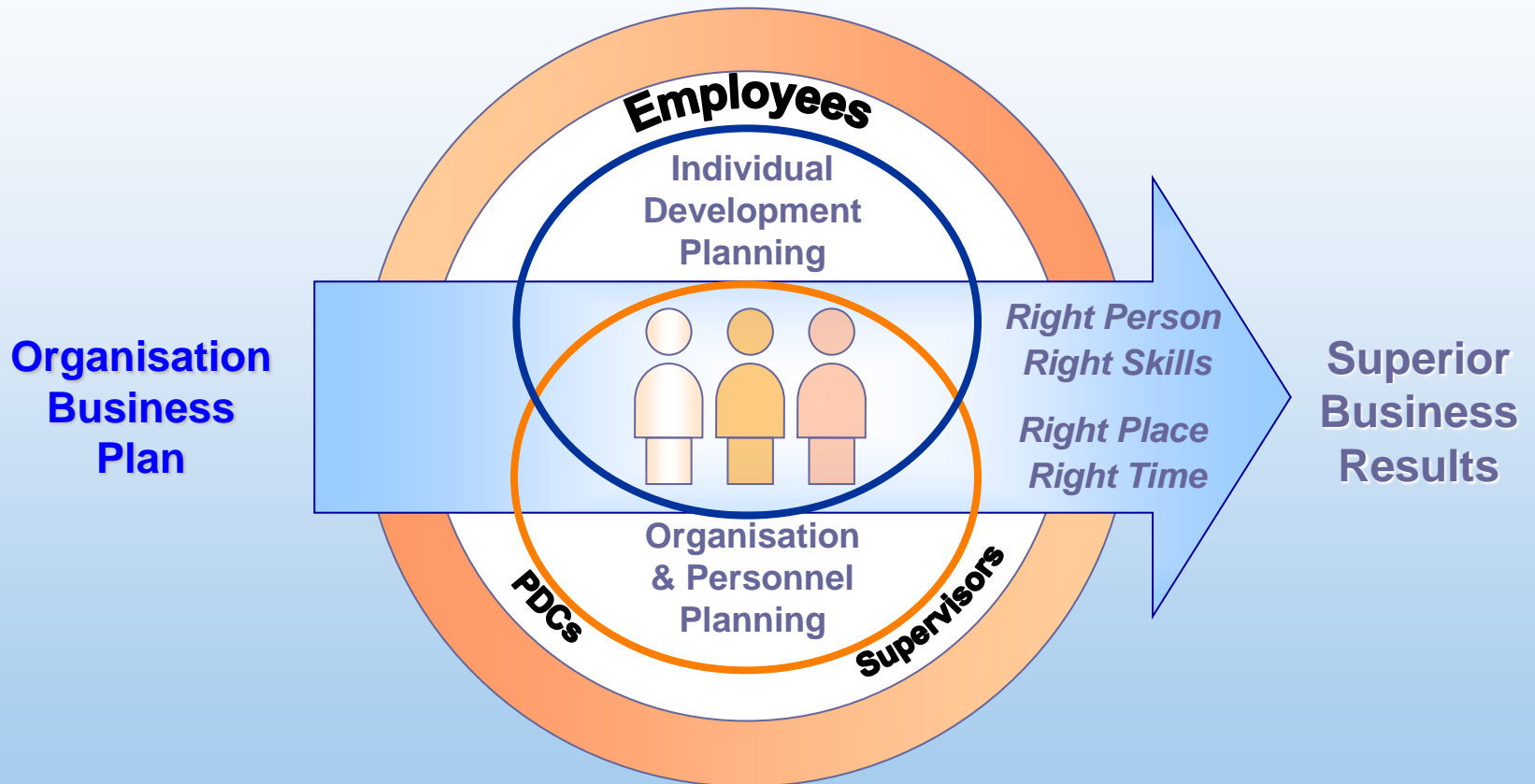
## ⑩ Senior executives concluded we needed to change

- Identify the next generation of global leaders to ensure candidate depth, breadth and development
- Better execute “fluid” development plans
- Enhance employee ownership and involvement in career development

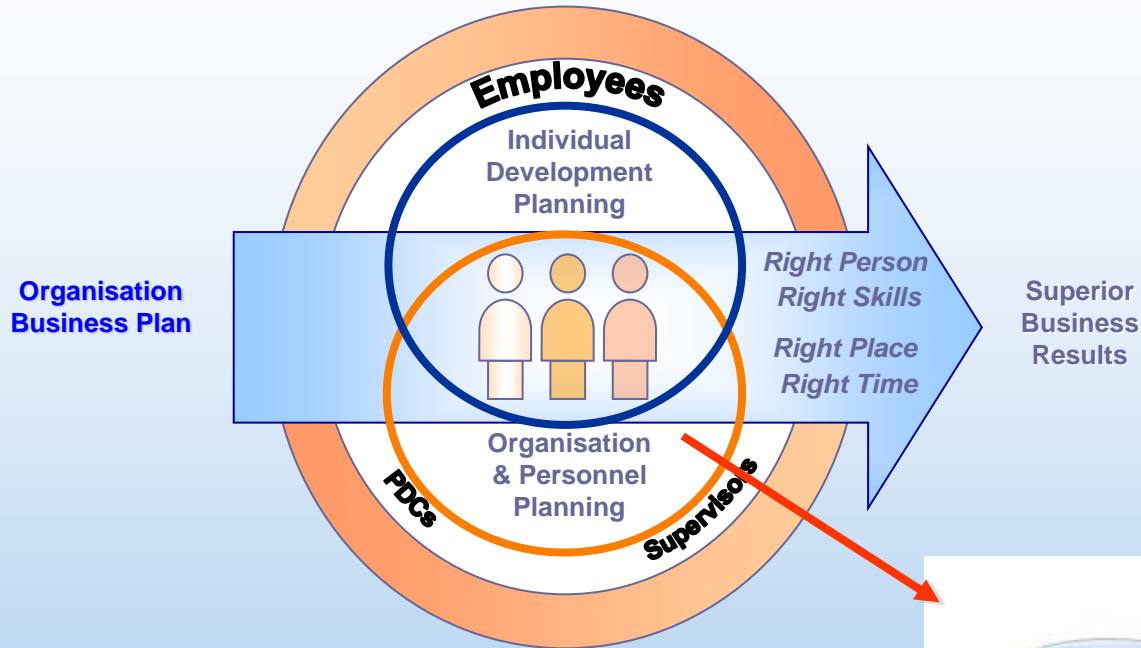
# There is a need to change..

- ⑩ Multiple inputs ensures the “best people” are found early in their careers
- ⑩ Employees should be involved in the process and aware of how they are viewed
- ⑩ Line managers should be more involved
- ⑩ Succession planning should be annual
- ⑩ Employees should remain in position long enough to deliver and learn from mistakes/successes
- ⑩ Leadership competency models should be created and used
- ⑩ Career path models should be developed based on experiences required
- ⑩ On-the-job developmental experiences and non-traditional assignments should be used (increases breadth and depth of future leaders)
- ⑩ Senior management support / commitment is needed
- ⑩ Metrics should be used to measure the effectiveness of the process

# People Development Framework



# People Development Framework



# We set up Personnel Development Committee (PDC)

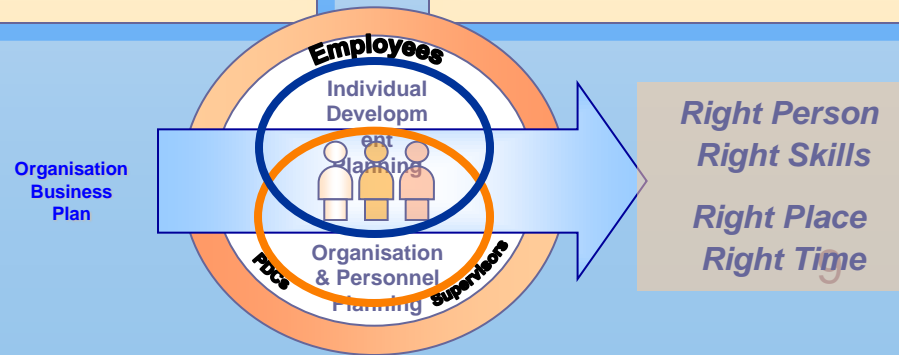
PDC is made up of supervisors and an HR facilitator, gathering data from multiple sources to assess the potential of employees, form development and succession plans that ensure all employees have the proper skills and experiences.

## People planning

- Based on info from LDEPs and supervisor
- Identify employee interests
- Identify development needs
- Recommend development experiences
- Provide feedback to supervisors for discussions with employees

## Organizational planning

- Base on workforce planning, orgzn requirement
- Identify key positions
- Forecast turnover
- Develop succession plans /promotability lists
- Match people and positions
- Determine people development needed
- Fill open positions
- Communicate development plans to supervisors for discussions with employees



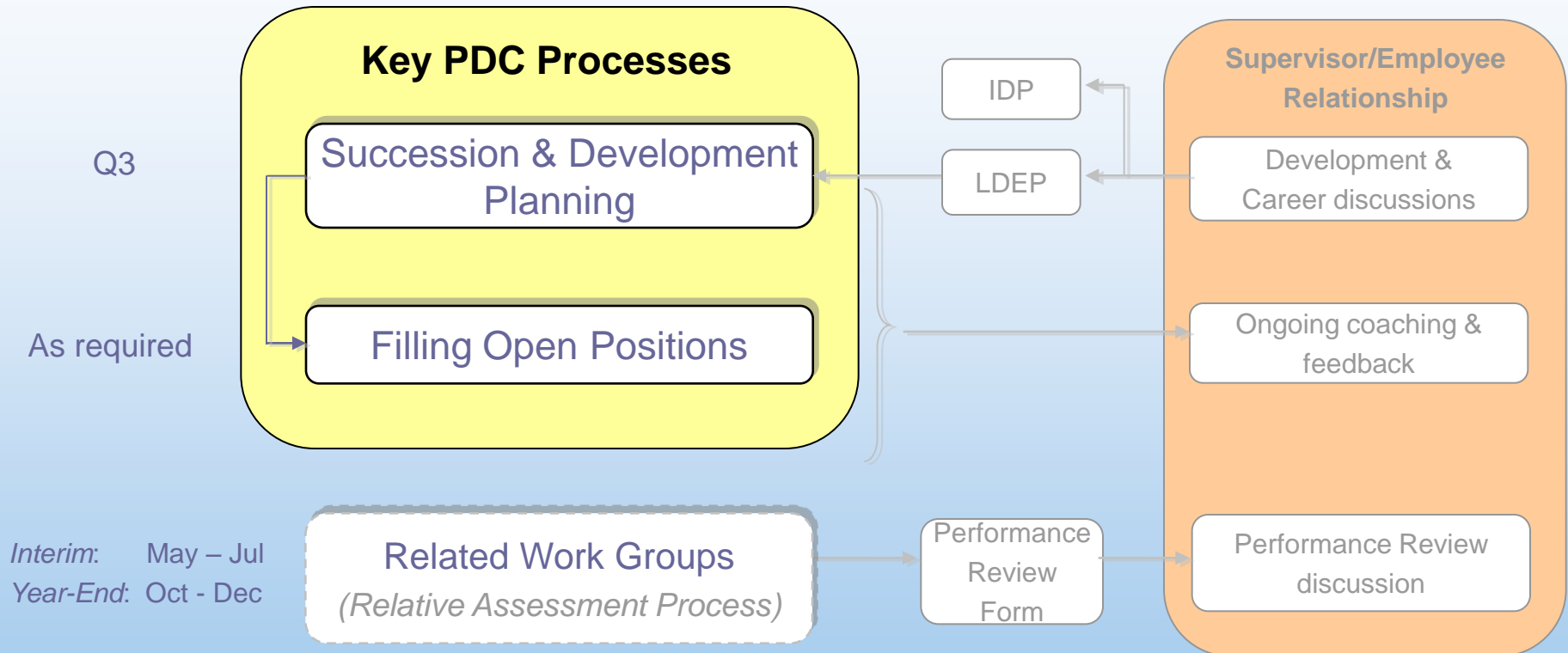
# PDC Structure: Scope & Membership



PDC	Employees Represented	Members	Structure
PDC5	Professional staff	Managers	Functional* PDCs operating within each market
PDC 4	Managers	Senior Mgrs	Functional PDCs operating within each market
PDC 3	Senior Mgrs	Directors	Functional* PDCs operating on a regional basis i.e. covering all LL5s in APA for a particular function
PDC 2	Directors	VPs	Cross-functional PDC operating on a regional basis
PDC1	VPs	Chief Officers	Cross-functional PDC operating on a regional basis

\* In smaller organisations, these PDCs may need to operate on a cross-functional basis

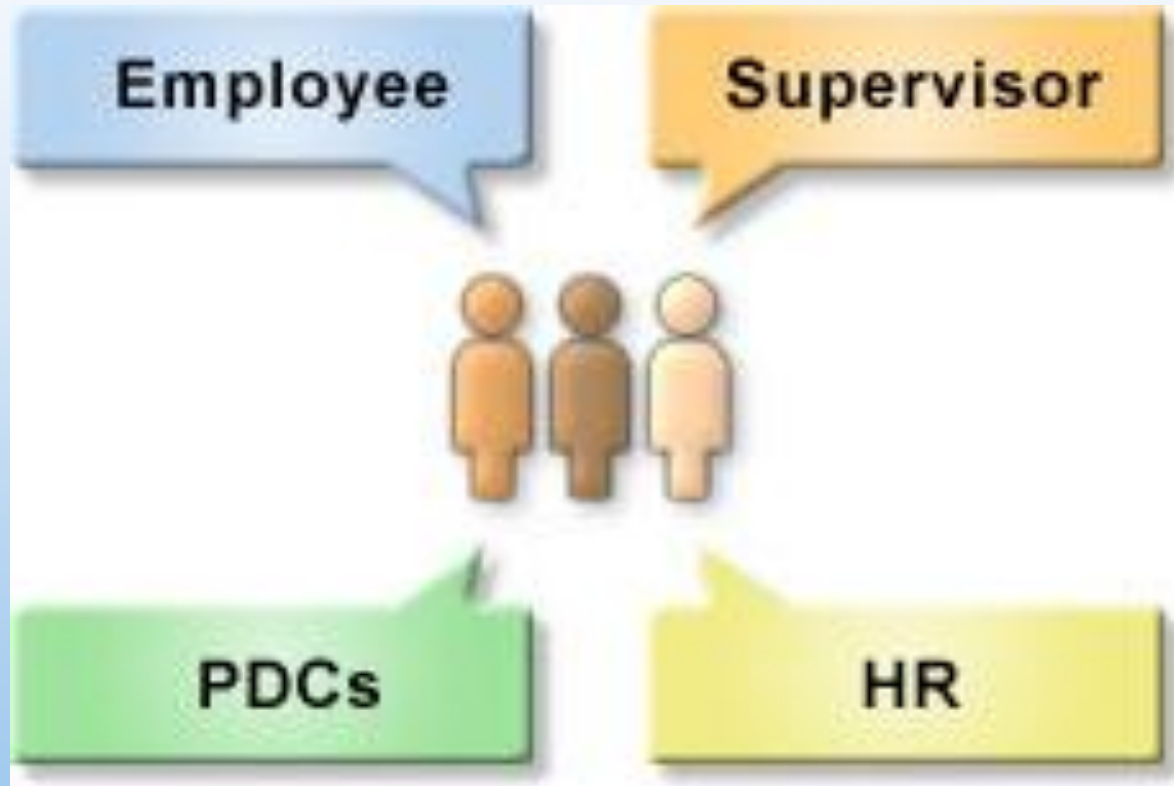
# PDC Activities – Key Linkages



# PDC Roles & Responsibilities

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Shared Responsibility of Professional Development



# PDC Roles & Responsibilities

## Shared Responsibility of Professional Development

### Employee's Responsibility

- Understand key competencies and business priorities
- Identify strengths, areas for development and key developmental interests
- Participate in/initiate discussions with supervisor at least once a year to review and confirm career/job preferences and development plan
- Create and implement development plan and monitor progress with supervisor
- Keep LDEP (Leadership Development Emplo accurate and up-to-date

### PDC's responsibility

- Obtain information on required competencies from functional leadership
- Collect input from supervisors
- Meet with constituents and understand their career goals and aspirations
- Provide supervisors with an approved candidate list when filling open positions
- Ensure employees understand the role of PDC



### Supervisor's Responsibility

- Initiate discussions with employees at least once a year to review and confirm career/job preferences and development plan
  - Provide employees with feedback from PDC discussions
- Assist employees in identifying tools and resources to support achievement of their development plans
- Advise the PDC of employees' career interests and propose developmental actions
- Review employees' LDEPs

### HR's Responsibility

- Serves as a Consultant
- Facilitates the Process
- Advises Chair on driving PDC objectives
- Ensures alignment across PDC's
- Advised on meeting effectiveness
- Serves as an information resource
- Enhances PDC communication
- Provides PDC guidance and training

# PDC Roles & Responsibilities

## PDC Members

### Chair

- Moderate discussion and ensure all viewpoints are aired in a balanced, objective and confidential manner
- Lead the agenda
- Ensure area interests do not override functional/ corporate interests
- Drive the team to meet PDC Calendar commitments
- Interface with other PDCs
- Induction of new PDC members

### PDC Member Roles and Responsibilities

### PDC representatives

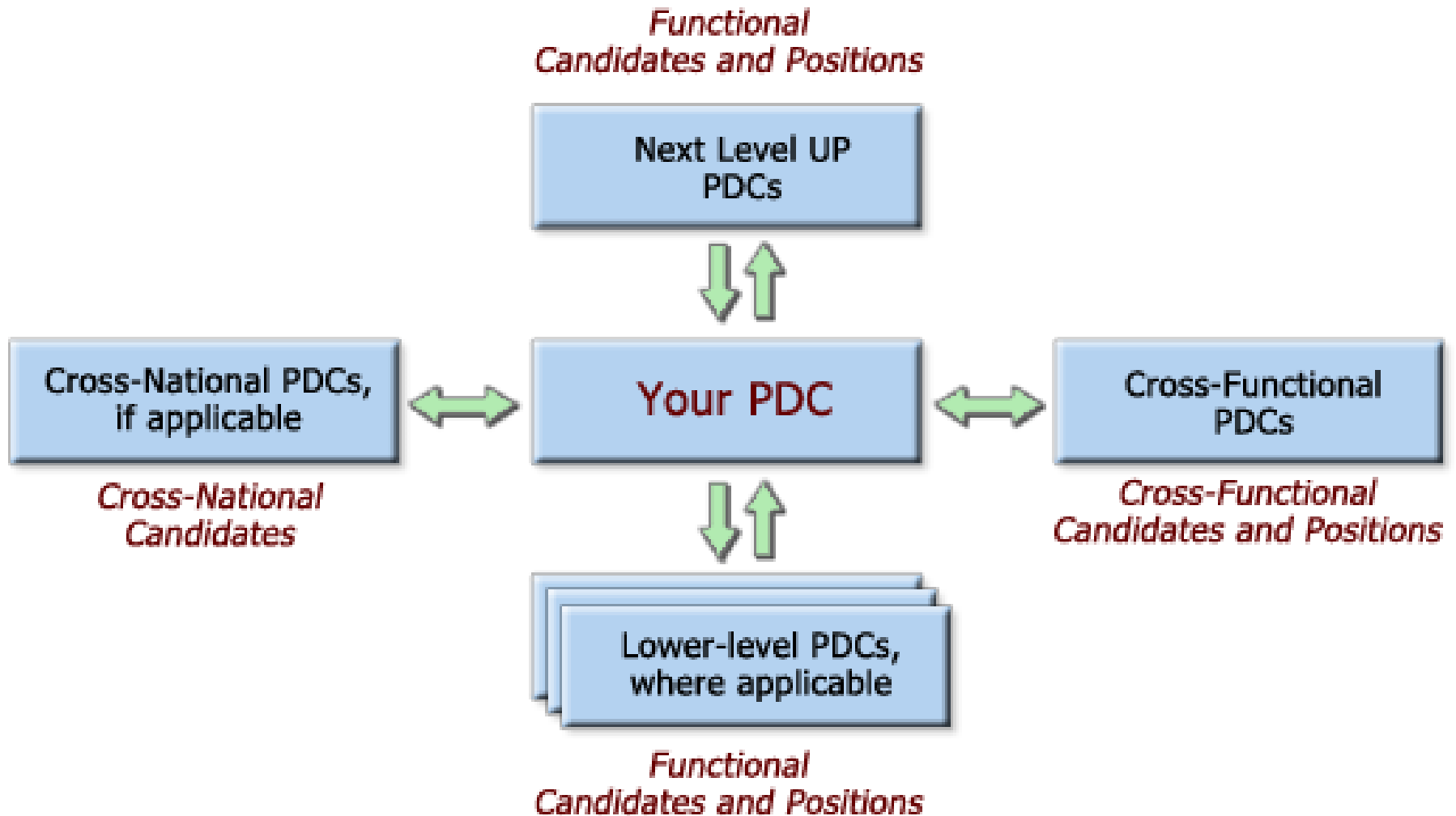
- Participate actively and openly in meetings
- Proactively seek out information on each employee represented
- Complete all assignments and meeting prep work
- Support PDC efforts to facilitate development moves and promote and value diversity
- Communicate PDC feedback to relevant supervisors.
- Educate key personnel regarding the PDC process.

### HR Representatives

- Assist members to understand the PDC objectives and key processes
- Co-ordinate PDC to deliver PDC processes in the People Cycle Plan
- Provide subject matter expertise on PDC and HRBO processes and principles
- Support PDC chairperson, as required, to establish agendas and co-ordinate execution of PDC assignments/action plans

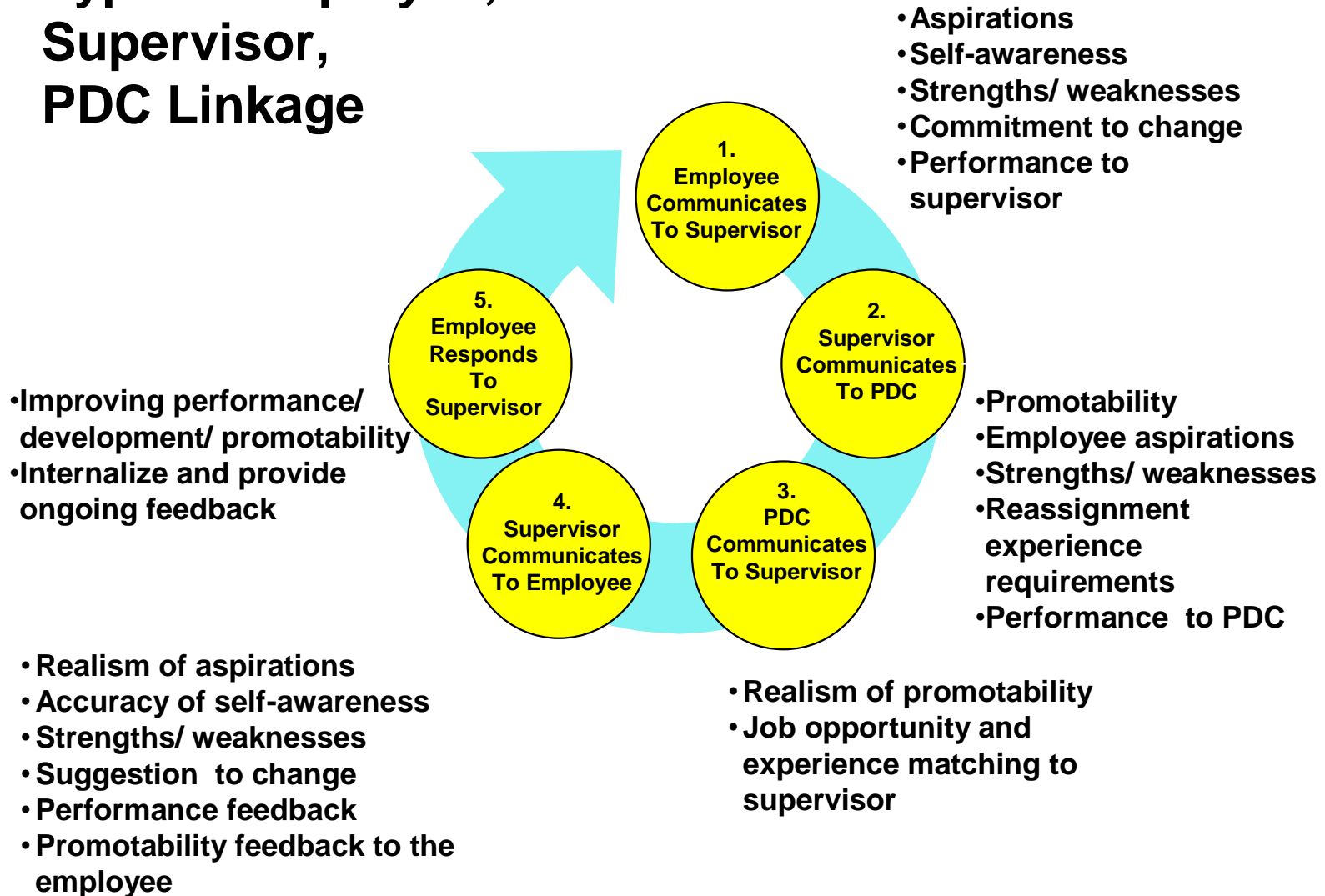
# PDC Communication

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# The Importance Of Linkage

## Typical Employee, Supervisor, PDC Linkage



# Sample PDC Calendar

PDC Objective		1	2	3	4	5	6	7	8	9	10	11	12
<b><i>PDC annual objectives setting</i></b>													
Annual objective setting	PDC5												
Develop strategy/action plan													
Objective review	PDC5												
<b><i>Performance Management</i></b>													
GSR End Year Ranking	PDC5												
GSR Interim Performance Ranking	PDC5												
<b><i>Remuneration Planning</i></b>													
Plan GSR discretionary bonus	PDC5												
Plan GSR merits	PDC5												
<b><i>Training &amp; Development</i></b>													
Traning needs analysis based on PTP feedback	PDC5												
<b><i>Succession &amp; Development Planning</i></b>													
Review and update succession plans for all GSRs (including identification of development requirements)	PDC5/Mt												
Monitor effectiveness of the Development Planning Process													
<b><i>Graduate Trainee Strategy</i></b>													
Planning for Graduate recruitment and rotations	PDC5/Mgt												
Performance review and merit increase for GT	PDC5/Mgt												
<b><i>Ongoing</i></b>													
New PDC Member Training	HR/PDC												
Review in series promotion proposals as required	PDC5/HR												
Fill open positions	PDC5												
Contract Conversion Candidates	PDC5												
Communication with employees	PDC5/Mgt												

# How it support TM Strategy

- ⑩ Proactive planning for future talent needs
- ⑩ Identify key talents
- ⑩ Proactively plan for job rotations and stretched assignments
- ⑩ Advocate Talent Development through robust process and tools
- ⑩ Hold everyone accountable for Talent Development (Supervisors, PDC, Employees, HR)
- ⑩ Managers prioritize on developing the team
- ⑩ Create a Company Culture of learning & growing

# Questions?