Talent System Assessment Tool (TSAT)

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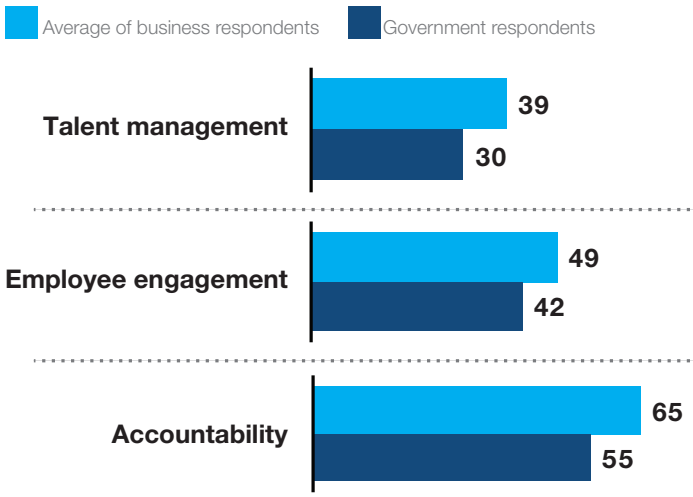
Take the first step toward improving your talent management system

Talent management: government leaders are seeking improvements

A McKinsey survey of federal government leaders showed that talent management was one of three areas where agencies were most in need of improvement relative to business sector benchmarks

Percent who agree or strongly agree that their organization is well-positioned in these operational areas:



Conclusions

Strengthen talent management practices to attract, develop and retain the best people

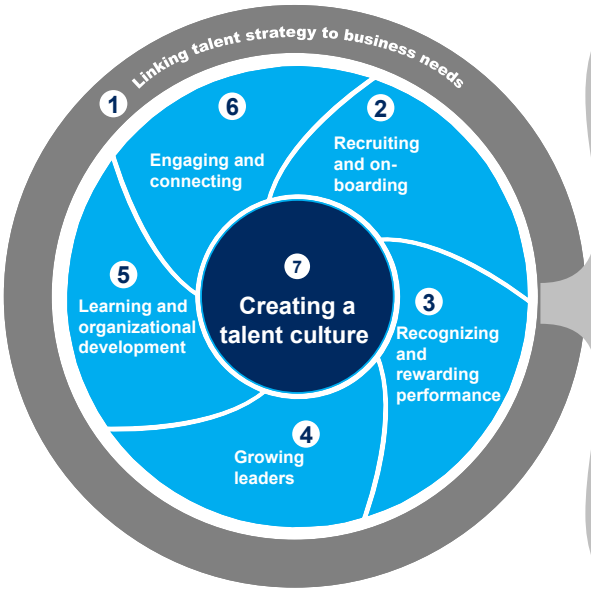
Engage federal workers to gain their input, earn their commitment, and ensure an open and trusting environment

Design accountability measures:
- To institute rigorous operating metrics and performance management systems,
- To clarify roles and objectives

Talent System Assessment Tool can help agencies improve

Through McKinsey's extensive work in talent management across the government, business, and non-profit sectors, we have developed insights into what drives value in a talent management system. The Talent System Assessment Tool draws on these insights and performs a quick, qualitative diagnostic of an organization's practices and outcomes, to report on the organization's current state and where it should focus its improvement efforts

The talent system



What we're learning

1. Linking talent strategy to business needs

Organizations can anticipate and address changes in environment, budget, and demographics

2. Recruiting and on-boarding

The best processes use innovative sourcing, and optimize the candidate experience

3. Recognizing and rewarding performance

When performance, ratings, and consequences are strongly and consistently linked, employee motivation will be its highest

4. Growing leaders

Government can accelerate development of leaders by creating a cross-agency view, to match prospective leaders with opportunities, wherever they are

5. Learning and organizational development

The best learning and development programs are part of a larger journey, integrated with experiential learning and innovative job designs

6. Engaging and connecting

Strong and cohesive social and knowledge networks can dissolve structural barriers and silos

7. Creating a talent culture

A talent culture requires both executives and staff to start with the right mindsets and behaviors

How TSAT works

Prepare and launch: 3–5 days

- Hold initial discussion to develop hypotheses and determine TSAT survey sample
- Launch short electronic survey to the identified sample of leaders

Analyze: 1 week

- Review TSAT results and refine hypotheses
- Hold follow up discussions as necessary

Synthesize: 3–5 days

- Create report, including heat map of the value drivers
- Hold briefing on diagnostic results and recommended improvements

What TSAT delivers

Receive your results in as little as 2 weeks

Complete the process easily with minimal disruption

The short electronic survey is completed by a small sample of leaders of your choosing, who best know your talent system

See where you stand on the drivers that matter most

The TSAT yields scores on your practices and outcomes on each of the 7 value drivers, rating them from "below average" to "leading edge." The scores situate your organization along a best-practice continuum, derived from government and business sectors, providing a baseline for tracking future progress

Take away recommendations for where and how to improve

The TSAT will provide you with a heat map and recommendations, drawn from its arsenal of proven strategies, to help you focus on the areas that will most improve your talent management system

TSAT diagnostic heat map – example

How do you rate your organization on these value drivers?

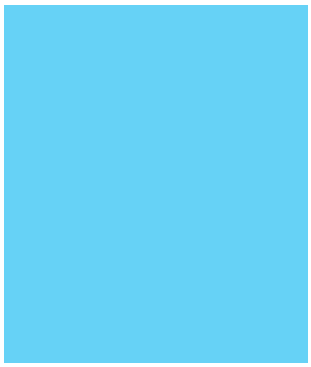
Combined percent of survey respondents

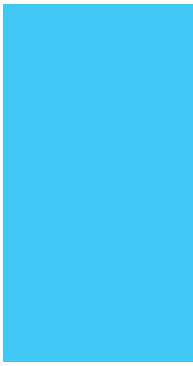
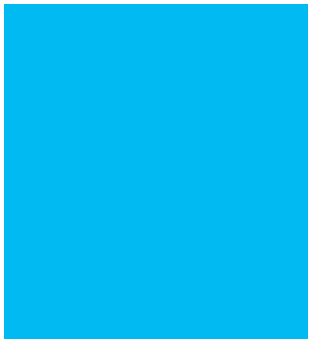
		combined % respondents above average + leading edge[1]
Linking talent strategy to business needs	**Workforce planning system** that provides forward looking perspective on talent needs given business strategy	28
	Optimal resource allocation of today's capabilities	40
Recruiting and on-boarding	**Employee value proposition (EVP)** tailored to what key populations want	22
	Effective messaging to deliver and communicate the EVP	25
	Sourcing from high quality talent pools	44
	Selecting the right mix of skills, attitudes and behaviors	45
	Effective and efficient hiring process that delivers good **candidate experience**	42
	Quick and effective onboarding of new employees	37
Recognizing and rewarding performance	**Performance measures** that are linked to value creation	49
	Targets that are tuned to motivate higher levels of performance	43
	Differentiated ratings, rewards, and consequences	56
	Evaluation process that maintains integrity & fosters healthy performance dialog	28
Growing leaders	**Identification of leaders**	54
	Deployment of leaders in the interest of company needs and individual growth	52
	Formal programs and mentoring to guide and develop leaders	42
Learning and organizational development	**Understanding job capability requirements**	41
	Training mechanisms that provide skills and knowledge in a timely manner	43
	Roles and job design aligned to meet business objectives	52
Engaging and connecting	**Building social connections** across the organization	35
	Retention of key populations	29
Creating a talent culture	**Leader and manager involvement** in talent development	72
	Individual initiative taking to plan and grow	57

Good	>50
No action	40 – 50
To be monitored	30 – 39
Priority for action	<30

1 Rating choices were "Below Average", "Average", "Above Average", "Leading Edge"

For more information contact McKinsey's Public Sector Practice at public_sector_practice@mckinsey.com



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