

TALENT PLANNING for EXPERIENCE CREATORS

talent planning (n.) the process of calculating how many more member will come to make AIESEC even better.





It's about...

Having the **right** people,
with the **right** abilities,
in the **right** place,
at the **right** time.



- 1) KEY STEPS IN TALENT PLANNING
- 2)FAQ

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STEP#1 DEFINE EXCHANGE GOAL

- 1) Do SWOT analysis for your LC. **EB**
- 2) Review key achievements, key bottlenecks and key learning points of last term. **EB**
- 3) Create a vision of where you want to go. **EB**
- 4) Define LC Exchange Goal. **EB**
- 5) Break that goal down in all programs e.g oGE, iGT.. **VP Funct.**
- 6) Break down the goal of each program's into projects';
-Define total number of projects in a 6-month basis.
-Allocate them into a 6 month timeline.
- 7) Define exchange pipeline & key strategies for each program. **VP Funct.**
- 8) Define member structure and JDs. **VP Funct.** **VP TM**

STEP#2 TALENT REVIEW

**Talent Review can only be done after LC reallocation.
Look at database of the past 6-12 months to review ;**

-Age Structure: refers to clustering members based on their year of study. In general, freshmen are passionate and energetic but inexperienced. Their learning capacity and commitment to AIESEC high. Sophomores and junior students, on the other hand, may probably be less “high” but certainly their social awareness and set of skills are much higher than freshmen’s. This cluster also has the highest chance of taking strategic leadership positions such as LCP and LCVP. Senior students, often in their final year, are quite busy with their graduation or internship outside; thus, they cannot devote much time to AIESEC any more. They are going to leave LC soon, to apply for MC or simply to start their post AIESEC life. Therefore, among these clusters, first two clusters should account for the largest portion (e.g.. 80% - %90 LC total population), while the one of freshmen should account for maximum 10% .

STEP#2 TALENT REVIEW

- Productivity :** Counted over a particular period of time, e.g.. 6 months, 12 months, etc. Productivity , based on past data, tells us the minimum number of people required to achieve exchange goal.
- 12-month retention rate:** refers to number of members recruited same time last year who are still active. For example, there are 20 members recruited in October recruitment 2016. By the time of October recruitment 2016, 2 of them have already left and 1 is inactive. Thus, 12- month retention rate equals $(20-2-1)/20 = 85\%$
- Function-based talent allocation:** Total number of members & leaders in supporting functions should NOT exceed 50% total number of members & leaders in exchange functions.

STEP#3 CALCULATION

1

Exchange Goal / Productivity = Number of members required

2

Number of members required – Current Members = Number of new
(After Reallocation) members to recruit

**This Calculation just for exchange functionals for back office VP TM and Functional VP decide together according to needs and JDs of functional.

STEP#4 FINAL CHECK

- Define **competency profile** required for each position.
- Based on the desired LC **age structure**, define how many new members in each year-of-study cluster to recruit.
- Define target universities and/or majors to ensure a good and diverse mixture of talent.
- Calculate total number of members and leaders in each function to see whether **function-based talent allocation criteria** is satisfied or not
- **Collect relevant documents**, e.g.. written JDs for new members, competency profile for each position, etc.
- Set expectation in EB about the **priority order** in allocating new members to avoid conflicts later. Priority should be given to programs/functions of focus or of urgent needs. This step should be taken charge by LCVPTM and facilitated by LCP. Besides, **predict solutions** for the case of attracting lower number of candidates than expected and the case of exceeding number of potential candidates than planned.

Q: I have recruited enough number of new member as planned. I expect they perform right after recruitment, but they do not. Why is it?

A: It takes at least 2 week for induction and 1 month for new members to adapt, learn and start performing. Thus, please do NOT expect that new members can perform right after recruitment.

Q: Who are the key people involved in talent planning in EB level?

A: Talent planning requires a mutual effort of LCVPTM & LCP. For instance, LCVPTM is responsible for (i) training LCVPs how to write JDs and how to calculate the number of new members needed for their team, (ii) collecting and storing written JDs of all functions, (iii) giving feedback to VPs regarding their talent plan (e.g.. whether the proposed number is reasonable, whether they should recruit more or less new members to serve their goal, etc.), and (iv) do final check (Step #4 above) to ensure HR sustainability. Meanwhile, LCP plays the facilitating role by giving insights from exchange plan and supervising the process in general.



You are more than ready
to start !

If you have questions, please contact ;
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