

Statewide Talent Mobility Guidelines

Guidelines for offering increased opportunity, time and support to find a State position for employees whose jobs are eliminated

Transforming Arizona government toward a culture of continuous improvement isn't about eliminating jobs or reducing agency head counts. It's really about identifying customer value, identifying problems, improving processes and measuring for results. In many cases, there are too few employees available to do all of the vital mission work that needs to be done in our agencies. But we need to radically change how we see our roles in the mission of Arizona government. If a current process is found to be wasteful or redundant and no longer adds value from the customer's perspective, we must be flexible in our ability to help those affected employees and enable them to succeed. Because state government is seen as one cohesive enterprise, agencies will not operate in silos, thus freeing up greater opportunity for employees to be repurposed. While agencies are not obligated to find roles for employees whose positions have been eliminated because of process streamlining, the State has developed guidelines for offering increased opportunity, time and support for these employees, particularly those who have demonstrated sustained high performance.

Statewide Talent Mobility Guidelines provide an organized, statewide approach to support and retain high performing State employees.

The Guidelines outlined herein are designed to provide suggestions and solutions that might *complement* and *support* agency retention efforts. Ultimately, the agency must decide how to best apply these Guidelines using their own judgment, that keeping in mind, if retention efforts fail, agency actions must comply with Policy HRD-PB6.01 Reduction in Force for covered employees and Layoff Guidelines for uncovered employees.

Talent Mobility is *not* about the agency 'taking on the responsibility' to find a position for the employee, nor is it an attempt to provide significant upskilling for displaced employees, but rather, the Guidelines suggest approaches that offer increased opportunity, time and support for the employee to proactively find a job within the State that aligns with their current skillset.

In short, Statewide Talent Mobility Guidelines offer the following simple, but useful suggestions for leaders and impacted employees:

1. **Early Warning/Notification** – Leaders are strongly encouraged to notify impacted employees at least 30 calendar days' in advance of position elimination, if doing so aligns with business needs and priorities. Early notification provides the employee with more time to seek out and secure State employment, but also means agency leaders must plan well in advance if positions will be eliminated.
2. **Phased Position Eliminations** – Agencies faced with eliminating multiple positions should consider phasing out positions over time, based upon business needs and priorities, to ensure that all needed work is completed as processes change. Managers should retain the highest performing employees (as defined below) into the final phases of the position eliminations to provide them additional time to seek out and secure State employment.
3. **Career Transition Support** – In-agency HR/manager should discuss career transition support with impacted employee(s), including, but not limited to resume review, interview tips, and how to apply for State positions via Talent Acquisition. Employees may search, apply and interview for State positions, and use career transition services provided by [Arizona@Work](#) and the [Employee Assistance Program](#) (EAP).
4. **Sustained High Performers Tagged in Talent Acquisition (TA)** – Sustained high performing employees, (those whose two-year average performance appraisal rating is 2.25 or higher), are additionally eligible to be specially coded in TA, thus highlighting to recruiters and hiring managers that they are 'high performers', and increasing their chance for interview and selection.

5. **In-agency Consideration for Vacant Positions** – Leaders are expected to interview and fill internal vacancies, temporary and/or special assignments with their internal current impacted employees who have demonstrated sustained high performance, prior to posting externally, providing the employee applies and meets the position qualifications.

INSTRUCTIONS FOR USE OF THE CONFIDENTIAL TALENT ACQUISITION CODE

The confidential Talent Acquisition code is a key component to getting the attention of State recruiters. Confidential codes will be created and issued by agency HR staff. Codes should be issued only to impacted employees who have been confirmed by HR as sustained high performers.

USE OF THE CODE

Each time an impacted high performing employee applies for a State position in Talent Acquisition, the employee should: **(1) check** the **Internal use only** box AND **(2) enter** the confidential TA code in the **Internal Use Only: Enter TMP Code if applicable** box (see illustration below).

*Application For FULL AUTHORITY FIELD OFFICER

Save

Previous Profile Resume / CV Questions Acknowledgment Information Summary Next

Review

Additional Profile Options

The only profile requirement is to add your RESUME on the next page. Please click next to continue.

ADOA Use Only Please Do Not Enter Data Below This Line

Internal Use Only: Enter TMP Code if applicable: AD6948

internal use only

(1) (2)

TA will immediately flag the application with a yellow triangle icon next to the applicant's name (see below), which will be visible to all State recruiters who use Talent Acquisition, alerting them that the applicant is deemed a high performer by their current agency. The confidential code is linked to the position, not the resume; therefore, it must be entered with each individual application.

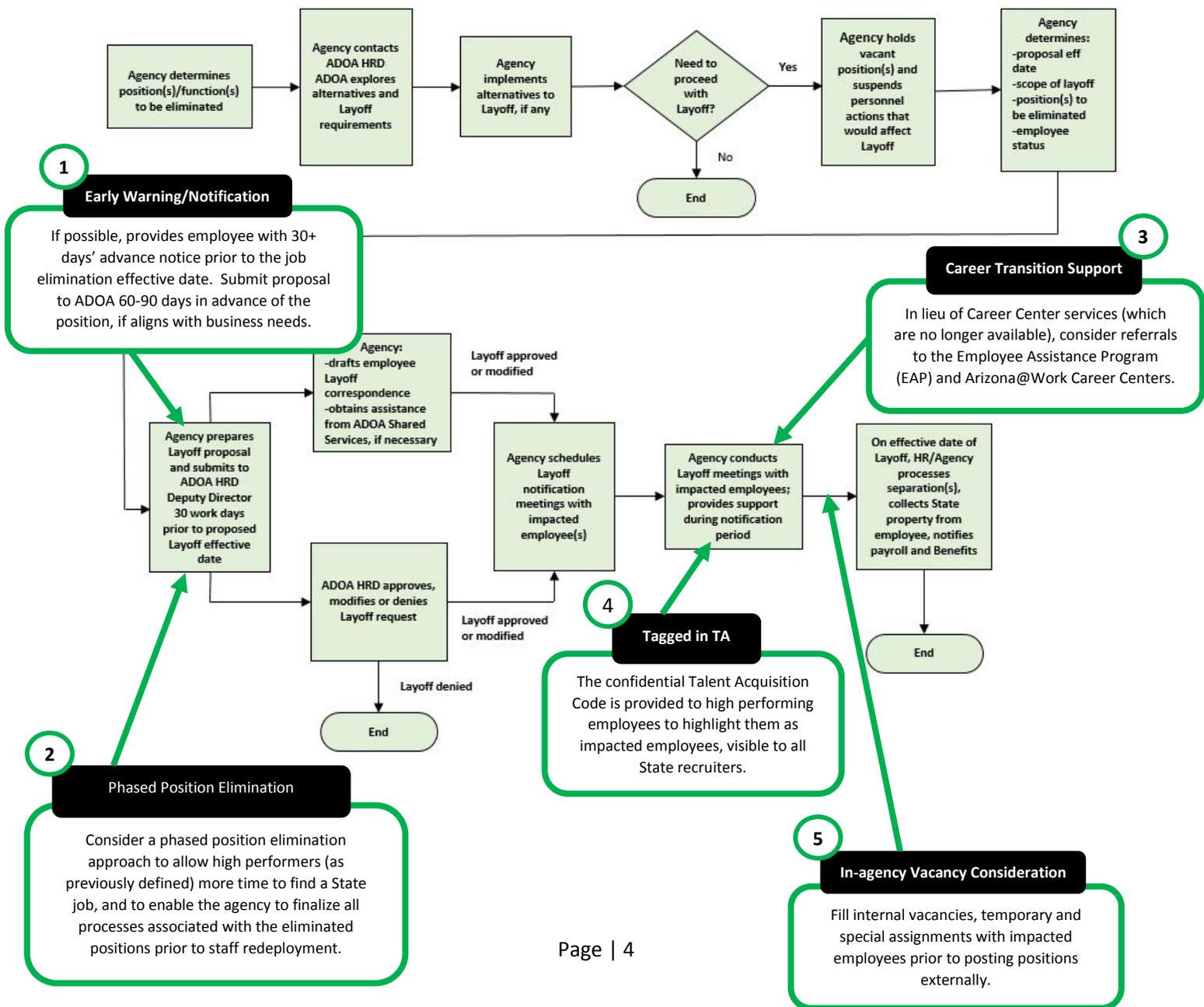
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TALENT MOBILITY GUIDELINES – UNCOVERED EMPLOYEES

Talent Mobility Guidelines offer suggestions and solutions that might *complement* and *support* agency retention efforts and are directed at employees whose positions are eliminated. Some employees will successfully redeploy into other State positions through direct hire, in-agency transfer or the competitive process, and others will not. Two process maps below outline how Talent Mobility Guidelines apply to each: Uncovered and Covered employees. For **uncovered** employees who do not retain a position with the State, agencies must follow the State’s Layoff Guidelines set forth in the Layoff/Reduction in Force Toolkit to separate the employee.

The current Layoff Process Overview is illustrated below (see shaded boxes). Talent Mobility Guidelines 1-5 have been added to the illustration/process flow (see white boxes), highlighting where each Guideline impacts the current process to add increased opportunity and intention to retain high performing, talented State employees.

LAYOFF GUIDELINES PROCESS OVERVIEW



TALENT MOBILITY GUIDELINES – COVERED EMPLOYEES

For **covered** employees who do not retain a position with the State, agencies must follow the State’s Reduction in Force (RIF) or Layoff Guidelines set forth in ADOA Policy HRD-PB6.01 to separate the employee.

The current State RIF Process Overview is illustrated below (see shaded boxes). Talent Mobility Guidelines 1-5 have been added to the illustration/process flow (see white boxes), highlighting where each Guideline impacts the current process to add increased opportunity and intention to retain high performing, talented State employees.

REDUCTION IN FORCE (RIF) PROCESS OVERVIEW

