**KNOWLEDGE ALLIANCE**

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**ASKFOOD – Alliance for Skills and Knowledge to Widen
Food Sector-related Open Innovation, Optimization and Development**



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**ASKFOOD Mobility and Talents Marketplace**

**Prepared by:**   Cassiopea

**Contributors:**   Cassiopea and UNITE

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| Dissemination Level | | |
|---|---|---|
| **PU** | Public | |
| **PP** | Restricted to other programme participants (including Commission services and projects reviewers) | |
| **CO** | Confidential, only for members of the consortium (including EACEA and Commission services and projects reviewers) | **X** |

**Summary:**

This document presents the structure and the main functionalities of the ASKFOOD Mobility and Talents Marketplace (MTM). The tool is a dedicated section of the ASKFOOD DBTE and is intended to support four main purposes: 1. the talent management and matching; 2) the ideas and opportunities brokerage; 3. the innovation pre-validation and testing through the communities of experts (this function will be connected to the activities of WP4 – Reversed Incubation and Garage Labs). This documents quickly outlines the functionalities and the structure of the ASKFOOD MTM. The Alpha Version of the virtual tool will be developed based in this concept. Further steps of testing, upgrading and fine-tuning are expected before of the final release in M24.

**Content**

**Project Coordinator:**

Paola Pittia | Università degli Studi di Teramo | ppittia@unite.it

# 1    Introduction

Talent management is all about putting the right people with the right skills at the right place. Food organizations know that they must have the best talent in order to succeed in the hyper-competitive and increasingly complex global economy. Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they must manage talent as a critical resource to achieve the best possible results.

Few, if any, organizations in the food industry today have an adequate supply of talent. Gaps exist at the top of the organization, in the first- to mid- level leadership ranks, and at the front lines. Talent is an increasingly scarce resource, so it must be managed to the fullest effect. The idea of managing talent is not new. What the ASKFOOD project wants to invest in is an integrated model to manage talents at ecosystem, not at single business, level. This is what the MTM is intended for.

In this perspective, this tool supports integrated talent management, that is to say the processes and functions that produce an organization's capability to meet its strategic goals by getting the right people with the right skills in the right jobs at the right time. Most organizations don't have an agreed-upon model of integrated talent management (ATD and i4cp, 2011). In fact, the HRD functions for attracting, developing, and retaining the right talent are often isolated in operational silos.

The idea of the ASKFOOD MTM is that talent management is not an end in itself. Its goal is the more general task of helping the organization achieve its overall objectives (Cappelli, 2011). There is a growing belief that traditional HRD silos can and should be integrated on some level with talent development (Oakes and Galagan, 2011). Any approach to talent management should include an integrated solution with experts from line departments, HRD, and talent development (Ulrich, 2011).

Learning professionals are in a unique position to help the organization bring these elements (of talent management) together where it matters most: to all employees as they figure out how to maximize their contribution to the organization's goals and mission (Rath, 2011).

Various theories of career development come into play in integrated talent management, particularly with regard to succession planning and capability development and shape alternative solutions for: talent management systems; workforce planning and talent acquisition approaches; career development theories and approaches; individual and organizational assessment tools; talent management analytics and software solutions; and maximizing workplace diversity.

The future/forward-looking approach that characterizes the entire structure of the ASKFOOD project is applied also to MTM, by helping to:

1.  identify and analyze critical roles
2.  identify growth, decline, and other changes affecting critical roles
3.  identify potential attrition from critical roles
4.  identify high-potential individuals
5.  select talent for certain roles
6.  determine succession program structure
7.  assess talent against job and personal requirements
8.  assist with creation of individual development plans
9.  encourage management discussions

10. monitor attrition and candidate progress
11. use outside information to fine tune plans.

The use of the MTM should support ensuring that organizations have the human capability to meet strategic challenges requires planning for and obtaining the right talent.

Working with the MTM, there are two approaches for TD professionals to consider when deciding where the ASKFOOD MTM can best contribute.

**Approach 1:** View workforce planning and talent acquisition as two separate processes that are targeted and reactive. First, conduct a gap analysis to determine the root cause of the need for talent (for example, a capability gap exists). Next, select a potential talent solution. Then consider the costs to develop internal talent or acquire external talent. Obtain buy-in for the solution. Finally, implement the talent solution. If talent acquisition is the solution, then the recruitment process begins by getting the word out to attract the right people to apply for employment.

**Approach 2:** View workforce planning and talent acquisition through the lens of talent shortages.

In general, proactive companies plan ahead using a five-step process:

- Clarify the drivers of the business strategies and the number and kinds of talent needed to support the drivers.
- Research current and anticipated future labor markets (internal and external) and their implications for talent supply and demand.
- Model likely future workforce scenarios to provide input to the workforce strategies that will best enable execution of the business strategies.
- Reach clarity about expected talent gaps beyond the obvious (for example, skills and numbers) to provide critical insights into how best to close them.
- Develop a comprehensive, holistic, and measurable workforce plan to close the gaps before they limit the organization's ability to execute business strategies.

The advantages linked to the use of the ASKFOOD Mobility and Talents Marketplace may be described as follows:

**Benefit 1:** The ASKFOOD MTM supports such a proactive approach and explores backcasting as a methodology for talent management in the food industry

**Benefit 2.** The ASKFOOD MTM allows companies to gain collective knowledge in order to expose talent profiles to multiple reviewers, or multi-rater feedback. It means that the tool allows a process in which at least two levels of management review are made: a) at local level (by the company or the local Knowledge clusters) and (b) at community/ecosystem level.

**Benefit 3**. The MTM allows also to better design training solutions for talent upgrading (at individual and organizational level)

**Benefit 4.** The ASKFOOD MTM allows to integrate internal talents with external resources, by implementing ad advanced model of Business Process Outsourcing (BPO) especially referred to Knowledge and Research Process Outsourcing.

**Benefit 5.** For the single talent, the MTM facilitates the mobility and the career development by exposing the talent profile to the entire ASKFOOD Ecosystem

The ASKFOOD Erasmus + Knowledge Alliance is a joint effort made by 11 partners from all over Europe to create and to consolidate innovative approaches in training and continuous development of skills, thus to support significative transformations that the food industry is and will be more and more facing in coming years.

One of the key results generated by the ASKFOOD Project is the establishment of the ASKFOOD Innovative Training Hub, intended as a "Hub-and-Spoke"[1] System to support evolutionary schemes for:

> (1) both academic and CDP formal training programmes (already existing or needed to be planned in the future);
>
> (2) blended intermediated self-training schemes that will take advantages from the Personalized Learning Environmental Frameworks that will be tested in WP3;
>
> (3) innovative models to combine formal, not formal and informal training to support change, innovation and quality within the food industry and in food-related sectors (e.g. tourism, circular economy, health and wellness, entertainment, nanomaterials, textile and apparel).

In deigning the ASKFOOD Innovative Training Hub, we make an explicit claim that knowledge creation and community building processes are inextricably linked. ASKFOOD Innovative Training Hub is thought as an open community will allow a constant flow of members and ideas to influence its internal knowledge production and decision-making processes. Such a constant flow of 'new blood' will counteract the encroachment of incumbents and the formation of monopolies on any aspect of the knowledge or the community. Talents are core knowledge agents in this system and their mobility (temporary or permanent) among the ecosystem members will help the food industry to face the TEMPESTS that are challenging the business models and the competitive factors in the sector.

In this framework, the Digital Business and Training Ecosystem (DBTE) is an Open-Source, Co-Created Platform that supports communication and knowledge sharing between the hub (the central Service provider for and Aggregator of the local clusters – UNITE +IFA) and the spokes (the diverse Knowledge Clusters activated at local level). The MTM is a dedicated area within the DBTE. For the methodology adopted and the steps taken to create the MTM, the core information is included in D2.4.

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[1] The term "Hub-and-spoke" originally derives from air-transportation. The meaning is being or relating to a system of routing air traffic in which a major airport serves as a central point for coordinating flights to and from other airports. In this same approach, the ASKFOOD Innovative Training Hub (task 2.1.) is articulated on two levels: 1.) the Central Hub providing inputs and support and finalizing new products as well as innovative training schemes; 2) the local spokes, namely the "Knowledge Clusters" that will be organized at country-level in task 2.2.
This model was also applied as organizational model in the healthcare system (https://www.buxtonco.com/blog/the-future-of-healthcare-systems-a-new-hub-and-spoke-model), in franchising for dairy food and bakery (e.g. https://blog.greatharvest.com/the-bread-business-blog/great-harvests-hub-spoke-model-creates-leverage-multi-unit-franchisees) or in the Business Processes Outsourcing (BPO) (e.g. https://www.slideshare.net/VishalSadar/the-hub-and-spoke-model ) .
This last approach is the one by which we were inspired in designing the ASKFOOD Innovative Training Hub as a "Hub and Spoke" system to organize in an innovative and efficient way the knowledge creation and knowledge sharing process referring to training and learning solutions for the food industry and the food related sectors.

## 2   The structure and the functionalities of the ASKFOOD MTM

The MTM is entirely set up around three core functions:

1.   The **Talent Profiling.** The Talent Profiling collects personal and professional information from the senior experts (Masters – ranked above 6) and junior experts (Heroes – ranked below 6). The rank is the results of an initial assessment of the profile, based on educational curriculum, areas of expertise and previous experience that is given as initial score by the Knowledge Clusters. This initial score can increase on the basis of the numbers of questions to which the expert replied with a satisfaction rate of at least 50% and on the basis of the level of activities implemented within the communities or the thematic group

Figure 1: Initial Talent Profiling
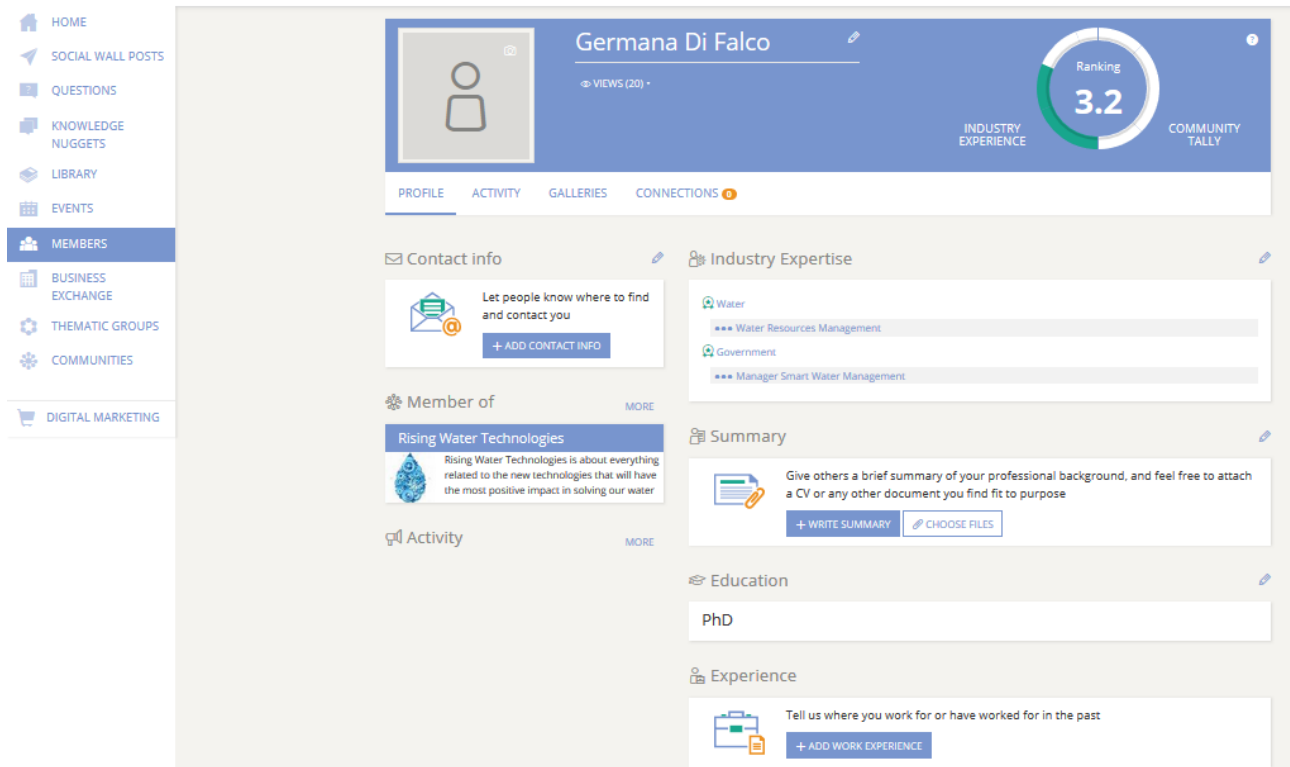


2.   The **Talent Cooperation and the Crowdsourcing model**. Talent can generate questions to check innovation and solution with other experts or they can answer questions, to crowdsource solutions (an to increase their rank if the satisfaction rate on the answer is higher than 50%
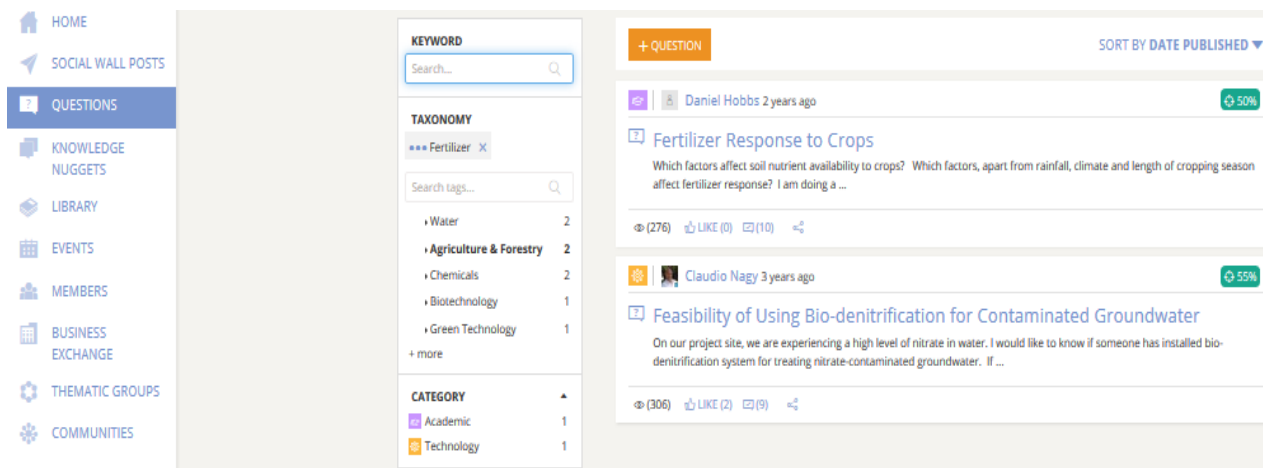
3. The **Talent Marketplace** where they can publish jobs posts or staff exchange opportunities and can vehiculate their resume or also using other members of the community as referee.
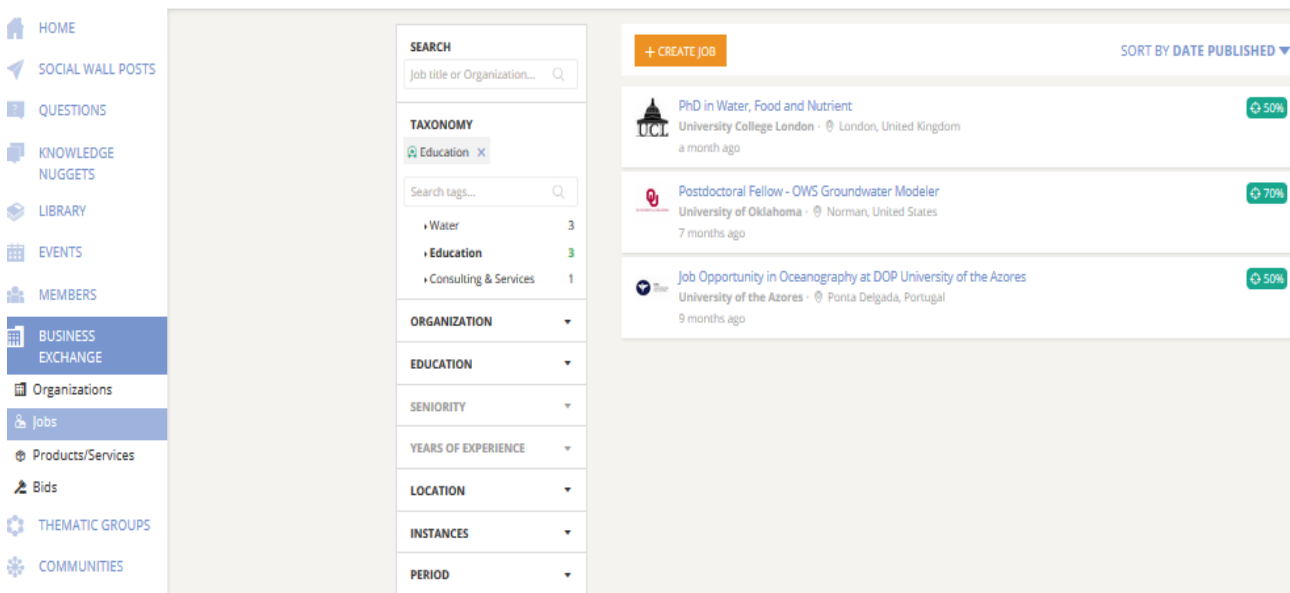


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