A STUDY ON THE INTEGRATION OF TALENT MANAGEMENT TO THE AIR FORCES

AHMETKARABAS

A Student of Air Force Academy Industrial Engineering Division

Abstract- Management understanding has gained more importance in changing and developing new security concepts. As it has been assessed from the tactical or strategic aspects, the researches, which have been made on this matter in general and private sense, indicate that the changes in management understanding and their positive results determine the basis of the development. The new management understanding has given birth to new management concepts, which have been developed on the different administrational approaches, by transcending the classical management understanding. These results are not the first, but arisen as a result of a development. In this study, the talent management paradigm, which has been built on the talent concept, whose significance increases every passing day and the assessment of the impact and contribution of the modern face of Turkish Armed Forces has been evaluated. The problems might be experienced in changing of this management system, but force multiplier, contribution and participation of the qualified personnel to the institution will be at highest level when its integration to Turkish Air Forces has been completed. The utilization of the talented human resources in Turkish Air Forces will be maximized.

Key Words- Talent, Management, Talent Management

I. INTRODUCTION

Turkish Air Forces has a military management, which consists of a distinctive military hierarchy. This management has been a pioneer and an example in new management understandings, such as paying attention to the utilization of human resources on one side and information management due to usage of modern weapons and technological equipment on the other side, compared to its national and international peers. But, it is required to be advanced by developing integrated systems to the talent management for the purpose of using the talents effectivelywith the knowledge accumulation, obtained from the past and organization culture.

The institution, that has requirements within a wide occupation and discipline range, is capable to make quality and selective choices in personnel recruiting and bringing up personnel nominees with an effective reputation management. An effective management system is required for not losing the skills, gained in the institution and not remain inactive after personnel takes its place in the institution. Although there isn't a certain template for it, this management system falls upon the senior and top officers, who are inthe administrative position, since the talents vary and can't always be measured according to a scale. The talents of the personnel, apart from the basic requirements of the institution, must be recorded and registered. These assessments and standards must be taken into the consideration during the task distribution and appointments, which will be made to the open cadres.

In case personnel appointments and task distributions are made by taking the individual skills, experiences and virtues of the persons, beside basic abilities, some developments will be monitored in some certain subjects. These subjects are as follows;

- Increase in Personnel Motivation
- Personnel Self Development and Increasing Participation
- Keeping Talented Personnel In Institution
- High Efficiency in Service Received
- Effective Utilization of Resources

The observations and assessments, which have been made from previous research results will take place in this study. The talent concept, the development of talent management from past to present will be explained in detail and the requirements for forming a talent management systems, which is suitable to Turkish Air Forces , will be specified.

II. HISTORICAL DEVELOPMENT OF MANAGEMENT

The people always preferred to live in a certain order under an administration as a requirement of living together in the form of a community since they preferred a settled life style. Although this administrationhas been provided by means of brute force, religion or family management at the beginning, later it has produced oligarchic and new management systems, in which many people participated. In this new management systems, bureaucracy has become more operative. The bureaucracy has become a barrier for some economical institutions and state organizations at the beginning, but this matter has been eliminated with installation a hierarchical system. Later, it has been seen that the participation is required to be increased.

Towards the end of the 20th century, strategic steps have been taken in the direction of human resources management by the institutions because of technological developments and the requirement for sustaining of increasing corporate assets and serving more effectively. This management understanding was a discipline, which contained many activities such as finding human resource, planning, leading and managing it. But, discipline couldn't provide complete efficiency and became unable to meet the demands by 2000s. Therefore, the most significance factor of talent management has been adding the individual talents and emotional aspect of human resource, which is considered as a very important factor of human resource, into institutions and institutionalizing of individual talents by creating new talent management models as a result of it.

III. TALENT MANAGEMENT

Although the technological or financial superiority draws attention at the first glance between institutions, the factors, which provide superiority of the institutions to each other or deterrence feature to the armed forces, are a combination of that institution's basic talents. Basic talents are the qualities or qualifications of that institution, which can neither be imitated nor simulated. The master mind behind this management is Selznick. The first strategic assessment has been made by Hamel and Pharad duo's articles. Although there isn't a certain definition of talent management, it is a long term style of approach, which contains a strategic management in the institution. The target is supply of the talent by taking into the consideration the potential requirements (individual talents and emotion tendency) beside the existing talent requirements of the position and by giving particular importance to the strategic targets of the institution.

IV. FORMING OF TALENT MANAGEMENT MODEL

Talent management must be placed on a model and the limits of the concept must be determined. In this way, both the managers and the personnel's participations into this transaction will be increased. Since institution culture of every organization and institution, which are formed by their values and positive analysis, is different, county, state structure, institution structure and institution's substructures take place in their management concepts. Therefore, a model is a required to be formed since there will be a different approach from everywhere. Forming of this model is realized in three stages;

1. Finding of individual talents and recording them
2. Diversifying and increasing of the individual talents according to the existing and potential requirements of the institution
3. As the line of basic requirements of the positions is determined, drawing of the general lines of the side requirements with experience and skills.

V. INSTITUTIONALIZING OF INDIVIDUAL TALENTS TURAF MODEL

1. Finding of individual talents and recording them

The biggest advantage of Turkish Air Forces on this issue is the registration concepts, evaluated by the senior officers of the personnel. A registration record, in that the necessary points, the registration superior considers essential, must be recorded and an individual appreciation scale, in which the individual talents are subjected to assessment, must be prepared as registration division superiors evaluate the personnel. Therefore the interaction between the subordinates and superiors must be increased and service given by the personnel must be varied.

2. Diversifying and increasing of the individual talents according to the existing and potential requirements of the institution

This covers a large place and time, which starts from the selection stage, training period and from the training period until the time, when the personnel starts serving. Thus, these three divisions must be studied separately. In the first place, the high reputation of the institution must be heightened more and the institution must be made a more attractive place at the stage of the selection. Therefore, it must be made a centre of attraction with advertisement and information. In case the demand increases, the individual supply will also increase linearly. Secondly, the training period is an opportunity to convert the existing potentials of the personnel into the practice. This opportunity must be given by the trainers to the students and the individual development must be supported by taking the future requirements of the institution into the consideration. The majors of individual development such as sports, art, science, military must be divided into interim branches like literature, international relations, scientific projects and sports tournaments and they ought to be supported in the ratio of the major department. As a final point, the personnel must also be encouraged and supported in the areas, where they want to develop themselves. As these will be the scientific studies such as doctorate, post graduate, they might also be secondary university, foreign language educations which they will be realized with more advance study and selfdevotion.

3. As the line of basic requirements of the positions is determined, drawing of the general lines of the side requirements with experience and skills

Extensive and deep opinions of the superiors, who have been in the positions by benefiting from the

varying dynamics of the institution, is also convenient to be assessed as task registration. It must be known that the requirements, which change daily, are best known by those, who are on duty. The works, they do on the field and the results, regardless whether they are positive or negative, are their helpers. The basic requirements of the position must be determined in line with the basic requirements of the institution. After this is completed, it shouldn't be forgotten that the other auxiliary features, required for position or the task, will support the assessment so that the talents and emotions of the persons can bear supportive characteristics. A general specification of these will be sufficient since individual assessments and opinions are the starting points. Thus, analysing the emotional, cultural and psychological values and trends of the subordinates (human resources) is a very important management responsibility of the superior.

VI. RESULT AND RECOMMENDATIONS

All of the neoclassical methods, which examined the emotional status and motivation of humans, has formed modern human resources management from the classical management, that has examined the subjects, such as job, productivity and organization and assessed them. This formation has been the result of a development and requirements in the organizations and institution, which examined their last 30 years period. As the existence in the in the institution with economical ground is the result of sustainability, it has been an obligation for public administration to obtain high efficiency with scarce resources.

Turkish Air Forces has made reviewing of different management styles in personnel management essential since it uses the most modern weapons of today's world and has the most qualified manpower, which forms the basic structure of in the organization, within it. As a result of the examinations, the main idea and skeletonof the management concepts, which vary because of different structures and requirements of the public and private institutions, are formed. By going one step further , a modelling is to be made by taking into the consideration the targets and requirements of the institution. As this modelling is made, adaptation to the department must be provided with small changes by using the supportive nature of the institution.

The individual talents also make the institutions to have a distinguishing characteristic, not only the individual. Important point is using and increasing of these talents within the institution.This can be achieved only and only by the support and contribution of senior management. The most important task of the management is determining the talents, they have and giving necessary support to increase them. Objective assessment criteria is required for determining the actual values of the talents. These criteria can be formed with the opinions and recommendations of the managers, who have taken tasks and have been specialized in the area of the institution. Later, the talents are profiled and placed to the required task by being supported with the convenient number of personnel, who had been assessed beside basic talents, required for that task. The integration of modellingmust be made for making aforesaid matching on time and without any further expense. Therefore, it convenient to establish a department, which will serve for this purpose specially. Rendering examination and assessment services for the information and findings, obtained as a result of the studiesand acting as a counselling unit not a decision makingone, seems more convenient for this department.

Using and developing of the talents will increase the motivation and efficiency of the personnel, provide a noticeable change in communication, increase sense of belonging and the possibility of recruiting personnel, who will serve the institution for a longer period with skill and experience by returning back the efforts, spent for their training and education by the institution. Thus, the talents must be brought up during the education period in line with the requirements of the institution and analysed well by the trainers and academicians. Since this management concept is very new, the personnel recruitment must be made as it is done in private consultancy companies, which render services on the issue of discovery and increasing number of the talents, beside scientific studies and conferences, panels and trainings must be organized. Considering that it will help understanding of the matter, this subject must be discussed and studied for a long time. Some problems might be experienced during the development of this management system. Contribution and participation of quality personnel with force multiplier to the institution will be at the highest level when the integration to Turkish Air Forces has been achieved. This way, the institution will be able to get back the worth of its investments.

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