



# Draft Talent Management Strategy Proposal

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## 1. Introduction

As the workplace has re-opened following the pandemic, the public sector is facing increasingly challenging times, with greater financial restraints, increased demands for services and stronger competition to recruit from a dwindling pool of talent. 95% of public sector organisations in the South East struggle to recruit. Offering development opportunities is essential to attract and retain staff of all ages and is a key component of becoming an 'employer of choice'. As a public sector employer, the customer is at the heart of everything we do. Therefore, it is essential that we have a customer focussed, performance driven, resilient and committed workforce with the skills and behaviours required to deliver the Council's services and meet its strategic objectives. A Talent Management Strategy is a key tool in achieving this.

## 2. What is talent, what is talent management?

The Chartered Institute of Personnel and Development (CIPD) have developed the following working definitions for both 'talent' and 'talent management':

- Talent refers to individuals who can make a significant difference to organisational performance. This may either be through their immediate contribution or, in the longer-term, by reaching their highest levels of potential.
- Talent management is the systematic **attraction, identification, development, engagement, retention, and deployment** of those individuals who are of value to an organisation. This may be through their high potential or because they fulfil critical roles.

## Why is talent management important?

Talent Management plays an important role in any business strategy because it manages one of the most important assets of any organisation, its people. Effective talent management matters because it is about identifying, developing, engaging, and retaining 'high value' individuals with either high potential for the future or who are fulfilling business critical roles. It highlights the importance of not only attracting individuals with high potential, but also developing, managing, and retaining them while measuring the return of this investment. An effective talent management programme can contribute to a variety of strategic objectives including:

- Building a high-performance workplace
- Encouraging a 'learning' organisation
- Identifying as an 'employer of choice'
- Ensuring return on investments in training and development

As organisational development is a key element of the Council's Corporate Plan the introduction of a Talent Management Strategy will support the Council to build a future workforce that is engaged and motivated and made up of individuals who have the right skills, knowledge, and behaviours to

- meet challenges
- deliver the Council's corporate objectives
- achieve the right outcomes for the residents of Runnymede.

### **3. Key drivers for the successful delivery of a talent management strategy**

The following all need to be in place to ensure the successful delivery of the Council's Talent Management Strategy.

**a. Alignment with the Council's strategic objectives and changing business priorities**

The Talent Management Strategy must be aligned with the Council's business strategy and as business priorities change it will be essential to ensure that the talent approach is still appropriate.

**b. Leadership buy-in**

Obtaining buy-in from Members, the Council and Senior Leadership teams to help drive the Talent Management Strategy will be crucial to its success.

**c. Clear communication and transparent processes**

The Talent Management Strategy and processes need to be communicated clearly and transparently Council-wide to all members of staff from the top down to gain trust and build credibility and sustainability.

**d. The Council's readiness must also be considered**

A key factor that must also be considered before commencing a talent programme is the Council's readiness, particularly in terms of managers and their ability to identify, support and develop talent. Their competence at holding talent and career conversations is very important to the process. This topic was covered on the externally delivered Performance Management training. Unfortunately the Covid-19 outbreak has meant that managers have had very little opportunity to practice face-to-face conversations. However now that the organisation is settling into hybrid working, this should now change.

**e. Key talent management responsibilities**

Finally it is essential that everyone knows the important part they play in the talent management process.

## 4. How each role is essential to the success of a talent management strategy

- **HR and Learning & Development**

HR and Learning and Development are responsible for the design, development and execution of the talent management programme and processes. In addition, they also play an important role in providing guidance and support to help managers identify potential talent, hold talent conversations, and ensure that recruitment processes and selection criteria are applied consistently.

- **Members, Council and Senior Leadership Teams**

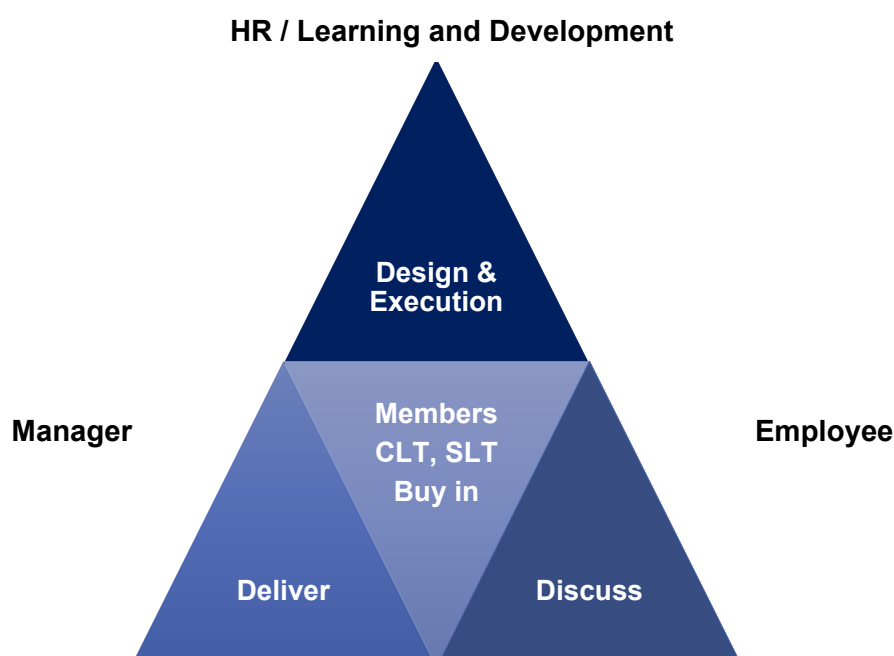
While HR and Learning & Development are responsible for the creation and strategic execution of the talent management programme, without commitment from the top, all the talent management processes are likely to be underutilised by managers and poorly executed. Therefore, CLT and SLT need to demonstrate their commitment to Talent Management by communication and example.

- **Line managers**

Line managers are responsible for identifying talent and providing guidance, coaching, and development. They are in the best position to be able to assess an individual's performance, overall productivity/output and development needs. Ultimately the Managers will be responsible for holding talent conversations, overseeing staff development and the recruitment of new talent.

- **Employees**

Employees are responsible for developing and executing their performance objectives which are aligned with their Service objectives and the overarching objectives of the Council. They are expected to participate in creating their individual performance and development plans jointly with their line manager. This strategy is designed to be an inclusive one which enables all staff (including manual, craft, professional and clerical staff) to benefit from this strategy. The diagram below highlights how the various roles are essential to the success of the strategy.



## 5. Talent Management Strategy overview

The proposal is to adopt a blended inclusive and exclusive approach to talent management.

### **Inclusive talent management:**

Is an integrated approach which focusses on the skills and strengths of the 'whole workforce'. By supporting and developing all employees they will feel motivated, energised, and engaged.

### **Exclusive Talent Management:**

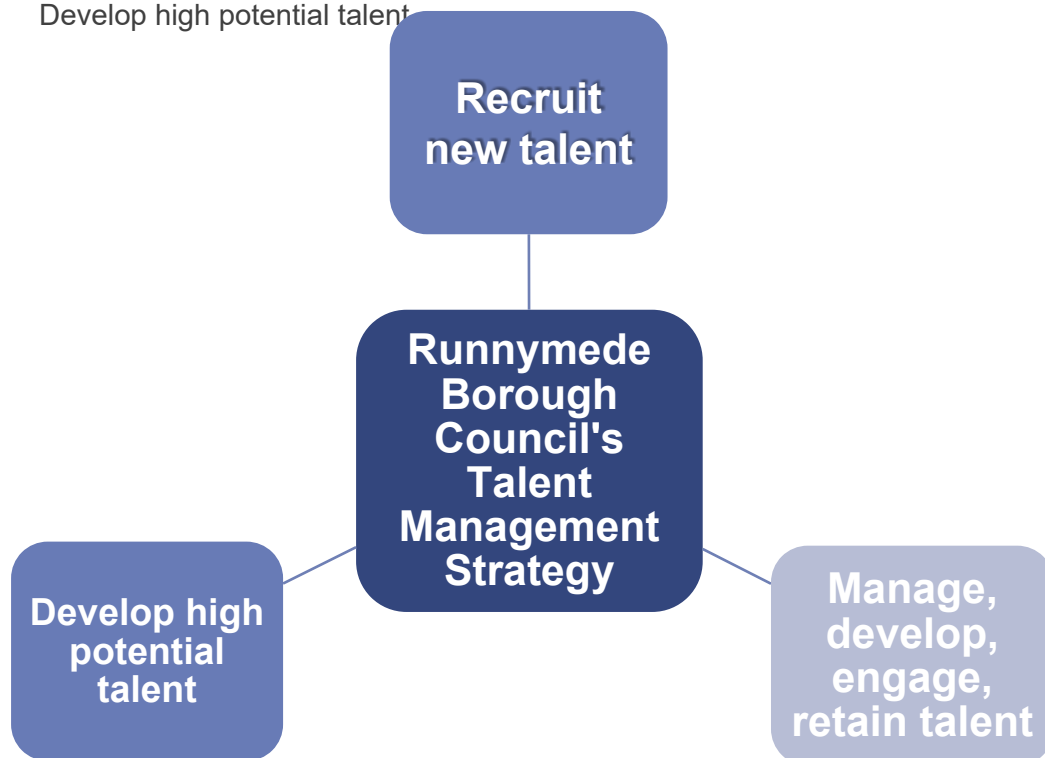
Is a more selective approach that segments talent according to need with the talent management process focussed on key or high-potential individuals.

By adopting a blended approach the focus of the Council's Talent Management Strategy should not only be a tailored programme for 'high potential employees' but also encompass employee development for the wider workforce, with a focus on career and succession planning. This approach should contribute to the Council's efforts to attract, recruit, retain and promote good calibre employees.

The purpose of this Talent Management Strategy is to provide a structured approach to developing the potential of employees to meet *organisational needs* as well as *the needs of the individual*. It is also designed to assist the Council to recruit the right talent, develop high potential talent, and most importantly, retain talent. It will be aligned with the Council's strategy and business objectives and will set out a clear and transparent approach for recruiting, developing, and retaining talent.

### **Runnymede Borough Council's Talent Management Strategy Approach**

1. Recruit new talent
2. Manage, develop and engage all talent
3. Develop high potential talent



## 6. Talent management strategy objectives

The main objectives of implementing a tailored, Council wide Talent Management Strategy will be to:

- Facilitate the recruitment of the right people, with the right skills to the right job
- Reduce the costs of re-hiring
- Fill roles key to business delivery
- Cultivate a high performing workforce of flexible, resilient, motivated, engaged, and productive individuals
- Identify and develop talent and future leaders
- Help evaluate an employee's readiness to take up new roles
- Develop employees to progress within the Council
- Increase employee motivation, engagement, and productivity
- Increase the scope to cover critical roles
- Become an 'Employer of choice', ensuring the retention of key talent and hard to replace people

### Collaborative working

The Council would work collaboratively both internally across service areas or with other Councils on Talent Management, where appropriate.

## 7. Recruit new talent

**'The best workers do the best and the most work, but many companies do an awful job of finding and keeping them.'**

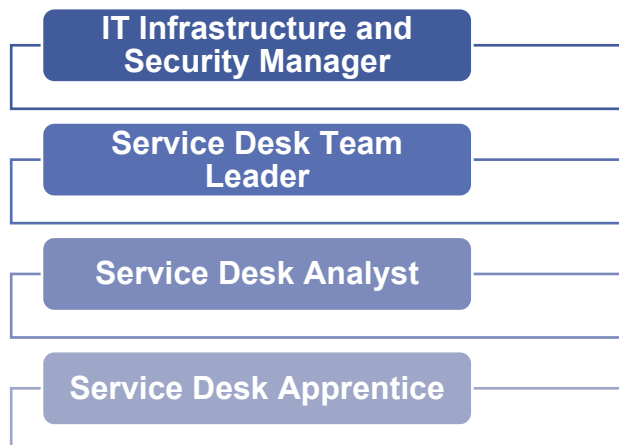
Source McKinsey & Company (Global Management Recruitment Firm)

### a. Recruitment website

To increase the Council's appeal and help attract the right talent the Council's website would benefit from the inclusion of:

- descriptions of each service area with an example of a standard career pathway
- video testimonials about why Runnymede Borough Council it a great place to work
- video testimonials about jobs requiring specific skills that are scarce and hard to fill
- career case studies
- Employee benefits, agile working, flexible working and employee well-being initiatives

**Example:** Career Pathway: Digital Services



### b. Recruitment Toolkit containing an interview guidance pack and a selection of example competency-based interview questions

Introduction of a recruitment toolkit for managers, containing an interview guidance pack and a selection of examples of competency-based questions relating to the Council's Leadership and Staff Competencies. This will:

- Create consistency across the Council
- Ensure greater objectivity in the recruitment process
- Create clarity and remove personal bias in hiring decisions
- Make it easier to compare candidates
- Through situational / behavioural questions determine if the candidate is a good fit for the Council and has the right skills, abilities, and behaviours
- Reduce the risk of poor hires in the recruitment process
- Prevent rehiring costs



**c. Recruitment and Selection Training for all Managers**

Recruitment and Selection training is part of the Management Development Programme and is essential for preparing all managers in the practical application of recruitment policy and process. A new induction course will be introduced and networking and collaborative approaches encouraged to integrate new starters in the wider organisation. Managers will be trained in mentoring and coaching and setting up action learning sets.

**d. Recruitment Events**

Recruitment events will be held or participated in, with local school, colleges or universities, or recruitment days hosted to raise our profile as an employer and recruit in areas of skills shortages, either independently or in collaboration with other councils.

**e. Graduate Programme**

The introduction of a structured two-year development programme for two graduates would sit nicely alongside our Apprenticeship programme and would provide another means to recruit and develop new talent. The development would take place through practical hands-on experience in different departments, attainment of a professional qualification in the graduate's chosen field and tailored learning and development interventions. To encourage the retention of this new talent the programme would be supported by a two-year indemnity contract. The Council has already commenced this approach through participation in the National Graduate Programme, but it will also be flexible in taking on graduate trainees outside this programme, as needed.

## 8. Manage, develop, engage, and retain all employees / talent

The focus of talent management should not only be a tailored programme for 'talented people' but also encompass the management, development, and engagement of all employees to aid retention. To do this, managers must understand and engage in:

- **Workforce planning:** the analysis of current and future workforce needs to identify future skills and competencies required to deliver services
- **Succession planning:** having plans in place to meet future workforce resourcing needs and ensure continuity
- **Ongoing performance review:** using the competency framework and performance review process to identify potential talent and develop employees.

- **Succession Planning**

The creation of a series of career pathways by service areas will enable employees to identify job and pay progression, future roles, and the skills required to get there.

**Example:**

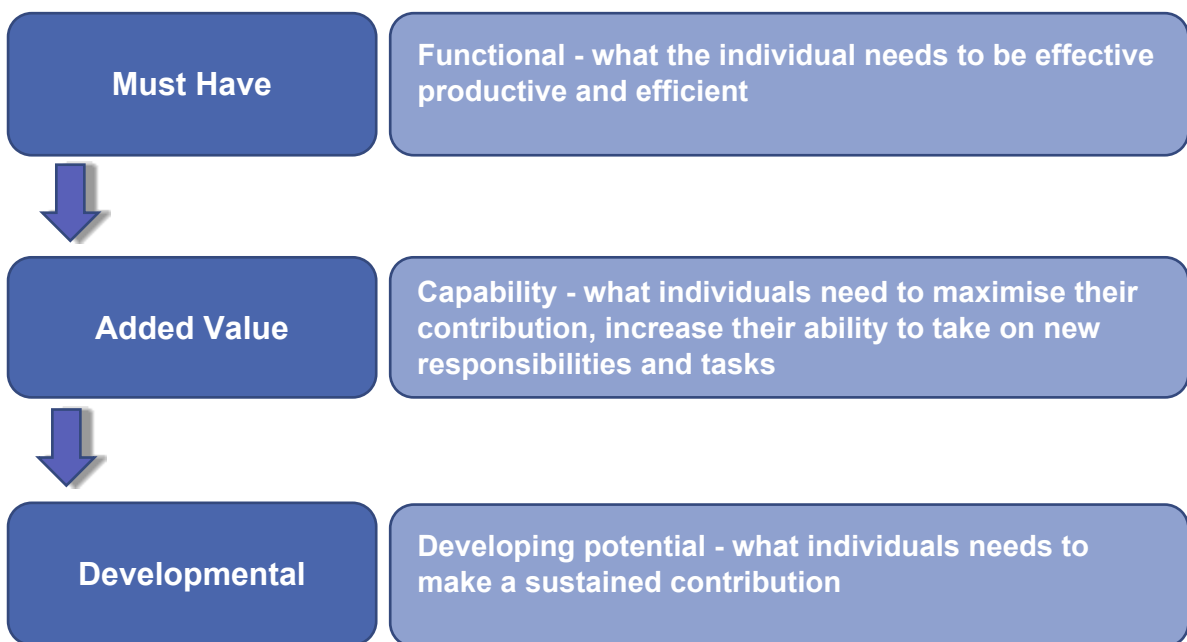


- **Personal Development Plans (see Appendix B)**

All staff should have a Personal Development Plan in place. This should be / have been completed during the individual's Year End Summary Review.

The Council's Performance Review Process and Competency Framework should be used to identify an individual's learning and development needs through the ongoing review of their objectives, achievements, behaviours, and overall performance.

To aid the learning and development discussion managers should use the following to align the discussion to both the job requirements and the individual's personal attributes:



When exploring possible learning and development interventions managers should consider a variety of approaches:

**Suggested approaches:**

- Surrey Learn Partnership training courses
- Relevant short courses
- E-Learning courses
- Structured work placement opportunities
- Working collaboratively on cross service projects
- Job shadowing and rotation
- Internal and external coaching / mentoring
- Action learning sets
- Apprenticeships
- Internships( including working collaboratively with local universities or colleges to offer Work placements)
- Post-entry qualifications
- Management training

## 9. Develop high potential talent

**'Talent is like electricity. We don't understand electricity. We use it.'**

Maya Angelou (American poet)

**'Real talent shines through regardless of how many others there are around you.'**

Paloma Faith (singer, songwriter)

### High Potential Talent Programme

Introduction of an intense high potential talent programme to provide targeted development for the Council's rising stars.

- The programme will run for 24 months.
- No more than 3 individuals will be enrolled on each 24 month programme to ensure it is viewed as aspirational.
- High Potential Talent will be identified by:

The individual's performance rating:

5

**OUTSTANDING**

- Work consistently exceeds expectations in terms of quality, quantity, customer service and deadlines.
- Demonstrates superior job skills and knowledge.
- Exceeded all key objectives.
- Significantly contributed to elevation of service / team effectiveness and /or Council performance.
- Work is performed in a manner that exemplifies Council ethics, values, and behaviours.
- Operates at a high level of independence requiring minimal supervision and coaching
- Consistently performs well beyond the required level of competence for the role.

4

**EXCEEDS EXPECTATIONS**

- Work frequently exceeds expectations in terms of quality, quantity, customer service and deadlines.
- Work reflects thorough and up to date knowledge / skills of the job.
- Achieved all key objectives, 50%-75% were exceeded.
- Goes beyond basic requirements and takes on initiatives that add value.

- Work is performed in a manner that highly demonstrates Council ethics, values, and behaviours.
- Requires occasional supervision, direction, and coaching.
- Frequently performs beyond the required level of competence for the role.

The individual's engagement and commitment to Runnymede Borough Council:

- A minimum of 2 years' service.
- The process by which 'Talent' will be put forward for the programme:
    - Line manager to Corporate Head of Service
    - Potential candidates will then be asked to give a business presentation and be interviewed by selection panel made up of a member of the Senior Management Team, the Corporate Head of HR and Organisational Development and the Senior HR Business Partner.

## High Potential Talent Programme Objectives

The key objectives of this programme will be to:

- Identify and measurably grow future leaders
- Encourage self-development through cutting-edge learning solutions
- Expose program participants to alternative perspectives and processes through departmental rotations
- Provide new experiences that are designed to encourage collaborative working, problem solving and interdependent thinking
- Draw senior leaders into the process to help expand / support the program

## To appeal to high potential talent the programme needs to include:

### 1. Career-path mapping and pay progression

High potential individuals are career focussed. To help keep them engaged it is important to provide them with a career map that specifically identifies the path for their forward progress, additional development opportunities, anticipated assignments, potential advancement and pay progression. This can be supported by supplying individuals with the knowledge areas, skills and abilities required for the various positions in their career pathway.

### 2. Variety of Learning Opportunities

To help sustain enthusiasm and develop strategic thinking the programme should include:

- Department Rotations

To expose high potential individuals to a range of experiences and perspectives that accelerate their growth and improve their decision-making as future leaders the talent programme will incorporate rotations through departments that are relevant to the individual's career pathway.

- Project-Based Experiential Learning

Designed to get individuals involved with cross-functional projects that move them closer to the Council's overall strategy. They are good way to expose individuals to some of the Council's most challenging issues and expose them to influential colleagues from different departments.

- **Specialised Development**

Individuals will be given the opportunity to gain a qualification with a value of up to £6,000 linked to their career pathway.

They will also attend specialised public sector training courses delivered by providers such as the Civil Service College, LGiU and LGA. The topics should include:

- Developing political awareness
- Collaborative project management
- Conflict management
- Influencing and decision making in a political environment
- Value for money

### **3. Access to Self-Paced Learning**

High potential individuals will be given unlimited access to an on-line learning provider, for example:



Coursera is probably one of the best-known online learning sites.

It is partnered with universities around the world, including Imperial College London and Stanford.

It also partners with companies including Google and IBM to offer expertise in specific areas - for example, machine learning.



LinkedIn Learning offers short courses to help professionals develop skills and abilities which support progression in roles and careers.

Trending and popular courses are highlighted, as well as more personalised individual top picks. LinkedIn Learning also provides clear professional goals, so you can follow 'learning paths': for example, ones that take you to a role as a manager.

Cost £24.98 a month

### **4. Performance Feedback**

The most important way to support high potential individuals during the programme is to provide them with detailed, ongoing feedback about their performance and their impact, along with an honest assessment of their strengths and weaknesses.

- **Self-assessment / psychometric tests**  
Will be used initially to help individuals evaluate their capabilities, preferences, and behavioural styles.
- **360° feedback**  
This will provide individuals with the opportunity to receive performance feedback from Corporate Heads, Senior Managers, Line Managers / Supervisors, and colleagues.
- **Individual coaching**

The high potential individuals will each be given the opportunity to have a series of one-to-one coaching sessions from an experienced external coach.

## **5. Regular Exposure to the Corporate and Senior Management Teams**

- It is important that high potential individuals have the opportunity to hear directly from members of the Corporate and Senior management teams and have the chance to share their own perspectives.
- Regular meetings should be scheduled to provide individuals with the opportunity to practice communicating their thoughts, ideas, and career aspirations.
- The high potential individuals will also be given the opportunity to be mentored internally by a Corporate Head / Senior Manager over a 6 to 12 months period to gain knowledge, experience, feedback, and career advice.

## **6. Networking Opportunities**

- The high potential individuals will be given the opportunity to attend online and face to face public sector networking events that allows them to interact with other local authorities and public sector professionals to form connections, seek advice and learn new skills.

## 10. Monitoring and evaluation

- **Senior Management Team**

The Senior Management Team will be responsible for ensuring that workforce and succession planning is an integral part of service planning. Information gathered through business planning will inform Corporate Heads of any skills/ development gaps that require addressing.

- **Line Managers**

A fundamental part of the manager's role is to carry out workforce planning as part of service delivery. A key element of this is to ensure succession planning is part of the process. Managers have a pivotal role in identifying and nurturing talent. Managers should consider how to manage talent by following the seven core principles through the following key processes:

- Personal Development Plans
- One to ones
- Team planning
- Succession planning
- Communication
- Performance management

- **Individuals**

The role of the employee should be an 'active' rather than 'passive' one. It is important that individuals identify and discuss their own learning and development needs with their line manager and take responsibility for their own development and career.

- **Data**

As an organisation we need to ensure we can capture data to measure the success of the Talent Management Strategy. This will be achieved through monitoring of the:

- Overall reduction in staff turnover
- Overall reduction in external recruitment
- Progression and retention of individuals who undergo the High Potential Talent Programme
- General improvement in retention of employees
- Number of internal promotions