

Talent Management Strategy (Human Resources, Fiona Skene)

Synopsis of report:

To propose the attached Talent Management Strategy for approval.

Recommendation:

That the proposed Talent Management Strategy be approved.

1. Context of report

- 1.1 Talent management is a key tool in the development of our workforce. Effective talent management is important because it is about identifying, developing, engaging and retaining employees who have the skills, knowledge and behaviours we need to meet the challenges the organisation faces and deliver the outcomes residents expect of us. It is one of the strands of the Organisational Development Strategy, which was approved at Corporate Management Committee on 22 September 2022. The Talent Management Strategy has been considered twice by the HR Member Working Party and was approved at its last meeting.

2. Report.

- 2.1 The proposed Talent Management Strategy is attached at Appendix One. There are two types of Talent Management Strategies: -
- An inclusive Talent Management strategy
 - An exclusive Talent Management
- 2.2 An exclusive Talent Management approach focusses solely on developing key or high potential individuals. An inclusive approach focusses on the skills of the whole workforce. The proposed strategy presents a 'blended approach'. It does include proposals for high potential individuals but it also encompasses development for the wider workforce, focussing on career development and succession planning.
- 2.3 The strategy explains the key drivers for the delivery of a Talent Management Strategy and the respective roles of HR, senior management, line managers and employees. It covers recruitment and the subsequent development of staff. It also covers having a small graduate programme and a high potential talent programme for rising stars. Since the writing of this strategy, the Council has been participating in the National Graduate programme this year. It also covers performance management, and monitoring and evaluation.

(To resolve)

Background Papers

None