

# **Practitioner Guide: How to create a Talent Management Strategy that reflects Diversity**

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## **Foreword**

As Civil Service Diversity Champion I am proud to introduce a Talent Management Strategy that reflects Diversity. Effective and inclusive talent management is a key theme of the Civil Service diversity strategy, Promoting Equality, Valuing Diversity, which I launched with the Cabinet Secretary, Sir Gus O'Donnell, in July 2008. This guide is an important contribution towards our commitment, set out in that strategy, to ensure that talented people from the widest range of backgrounds join, and progress up through, the Civil Service.

The Civil Service is changing to meet the needs of a changing world. We know that a diverse workforce, that fully reflects our increasingly diverse society, is essential to our capability to meet the challenges of the future; not least because we need the innovation in thinking and in the delivery of important public services that diversity brings.

We want to ensure that we attract the richest mix of talented people from all walks of life, that we encourage them to have high aspirations and support them to reach positions of influence. Effective, systematic and inclusive talent management policies and processes are vital if we are to attract, motivate and develop the right workforce – with a diversity of skills, experience and backgrounds - to enable us to deliver world class public services, now and in the future.

This guide is designed for HR professionals and those with Talent Management responsibilities. It will give you ideas on how to communicate with and influence senior managers, line managers and staff. I thank all those who contributed to its development and look forward to their continued involvement in its delivery.

**Sir Bill Jeffrey**  
**Permanent Secretary Ministry of Defence and Civil Service Diversity**  
**Champion**

## 1. Who should use this document?

When creating a talent management strategy, this document will get you started, particularly if you are an HR practitioner who is:

- taking on Talent Management responsibilities for the first time;
- moving from an operational talent role to one that is more strategic;
- moving to a new Department to take on Talent Management work.

This document is for HR professionals rather than at line or senior managers. It will give you ideas on how to communicate with and influence senior managers, line managers and staff. Appendix A gives some background on the origin of this document.

Every talent management approach is affected by the context of where and what work you do. It should respond to organisational need and culture. This document cannot give you a definitive answer to each and every situation. What it offers is the collective views, experience and facts from talent management practitioners across and outside of Government.

We hope to increase your knowledge and understanding of talent management, and provide you with a number of tools to help you create a strategy that addresses diversity and meets the needs of your organisation.

Each section starts with a short summary outlining what will be covered in the section. Within the section you will find a number of questions and relevant background information: answering those questions will help you to develop the talent strategy that your organisation needs. More extensive background material is referenced in the text.

We have included four case studies. These are real examples of how people have addressed the challenges of establishing a coherent talent programme.

You might also find it helpful to use a partner publication: **Inclusive Talent Management Top Tips in the Civil Service.**

## 2. Why is a Talent Strategy important?

*A talent strategy will help you understand the skills, experience and capabilities your organisation needs to deliver its strategic objectives and business plans. By reviewing your personnel and their roles you will start to see what you already have, what you will need to buy in, and what you need to develop to achieve your organisation's goals.*

Despite the pressures of the current economic downturn, equality, diversity and talent remain high priority. In fact, it is at such difficult times that organisations most need to invest in their people. A diverse workforce, that fully reflects our increasingly diverse society, is essential to our capability to meet the challenges of the future; not least because we need the innovation in thinking and delivery that diversity brings. Failure to make such investment could mean we lose people – the wrong people - and lose along with them much of the richness and diversity of our future talent.

<b><u>From an employer perspective?</u></b> <b>Talent management can bring significant business benefits<sup>1</sup>:</b>	<b><u>From an individual perspective?</u></b> <b>When we invest in talented people they are more likely to:</b>
<ul style="list-style-type: none"> <li>• Ensure that the leadership of your organisation is rich and diverse;</li> <li>• Help to achieve strategic business objectives;</li> <li>• Build a high performance workplace;</li> <li>• Encourage a culture of learning and development;</li> <li>• Ensures value for money through targeting talent spend and ensuring talent is coherently managed;</li> <li>• Address diversity issues, including the need to deliver diversity targets, and to eradicate direct and indirect discrimination;</li> <li>• Engage people;</li> <li>• Retain talented people; and</li> <li>• Enhance your image and position in the employment market</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with their work and be more effective;</li> <li>• Be satisfied with their jobs and proud of their organisation;</li> <li>• Recommend their employer to others;</li> <li>• Have a good opinion of their managers;</li> <li>• Feel that their performance is valued;</li> <li>• Have stronger feelings of personal and professional growth and accomplishment; and</li> <li>• Feel valued and important to the success of the organisation.</li> </ul>

### What are the risks?

- It can be divisive;
- It can raise people's expectations which you may not be able to meet;
- It can be expensive and take a lot of time;
- This is a long term investment so it may be impossible to show return in the short term;

<sup>1</sup> See *Nurturing Talent – research report from Cranfield School of Management and learndirect business 2008*. The report shows that “developing and implementing a long-term strategy focused on nurturing talent provides real business benefits”. 94% of those surveyed saw talent management as important to the bottom line of the organisation.

- Your talented people may be increasingly attractive to other organisations, so they may not stay.

Your talent management strategy should help to maximise diversity in its widest sense. Recognising, valuing and encouraging the unique combinations people bring in terms of backgrounds, skills and experiences.

**Questions to think about:**

- *Why do you need to write a (new) strategy? What are the risks if you do not?*
- *What is the top goal of your organisation - how could talent management support this?*
- *What other HR strategies need to be connected with talent management? Eg: resource management, reward, recognition.*
- *What is the business case in favour of increasing diversity?*
- *What might have to happen in your organisation before it is ready to agree a (new) talent management strategy?*
- *How should you manage the risks?*

**Who should you aim your strategy at?**

Think about who will make the key decisions that will affect this work; the executive, your senior managers, finance director etc? Take into account who shapes opinion in the organisation and who else you might need to believe in your proposals. Think about how to get their buy-in early on.

### 3. What do we mean by talent and talent management?

*This section focuses on a few broad definitions and points you towards the wider literature. Answering the questions at the end of the section will help you to identify what definition fits your organisation.*

#### Talent

There is no one clear definition of talent. How you define talent is a decision that you need to make, bearing in mind what your organisation most needs in order to succeed.

The term “talent” is usually an amalgam of skills, knowledge, cognitive ability, values and preferences. No single definition fits all contexts as there are different views about the nature and definition of ‘talent’ across different sectors, and a wide variety of approaches to how to manage it<sup>2</sup>. The Chartered Institute of Personnel & Development (CIPD) developed the following working definition of talent:

‘Talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.’

But this is too loose a definition in practice. Some organisations in Government (eg the National Offender Management Service) consider all their employees to be talent and that a strong approach to Learning & Development (L&D) and performance management is the core for finding talent even in the most surprising places, and for developing the full potential of everyone.

Others accept that there is a definite need for an L&D strategy that develops all employees, but don’t want to use the term “talent” as a proxy for that. Instead they decide to prioritise a greater degree of investment in those who can make the biggest difference so may instead choose to define talent as those with high potential for leadership (eg the Department of Health) and to give them breadth of experience that helps leaders gain valuable experience and perspective.

Others adopt an approach that recognises the need for strengthening the development of the professional groups across the Civil Service, especially for those with skills that may be hard to find. Heads of Profession lead activities to develop and deepen the technical and specialist skills of those in professions such as HR, finance, legal etc to strengthen the succession pools.

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<sup>2</sup> Another useful definition of talent management is:

‘A comprehensive and integrated set of activities to ensure the organisation attracts, retains, motivates and develops the talented people it needs now and in the future.’

(Baron & Armstrong: *Human capital management: achieving value through people*, CIPD, 2007)

At time of writing (late 2009), Next Generation HR is starting to impact the way we do business, and it may become much more important over the next few years for Departments to generate more common definitions of talent and talent management so that we can work more effectively together.

## Talent management

CIPD defined talent management as:

'The systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles.'

Again, you will need to consider the meaning of talent management for your department. An equally important consideration is how to integrate talent management with other processes such as workforce planning, resource management, learning and development, performance management etc.

**Questions to think about:**

- *What should "talent" mean for your organisation? Everyone? High potential staff? Those with skills in short supply?*
- *Which roles or professions are most crucial for your organisation?*
- *Who is emerging as your future leadership? How diverse are they: in terms of their ethnicity? Their gender? Their background and experience? Their approach? How many of them are disabled?*
- *What career paths might people take?*
- *How can people move from a specialism to a more general leadership role?*
- *How might the definition of "talent" change in response to changes in your organisation's environment and agenda?*

You will probably find by now that some high level principles are beginning to emerge. As a result, will your talent management be.....?:

<b>Owned by the business</b> .....	<b>Owned by HR</b> .....
Led by business units.....	Led from the centre
<b>Buy</b> .....	<b>Build</b>
Developing leaders.....	Developing capacity
<b>For the few</b> .....	<b>For the many</b>
For the young.....	For the ageing workforce
<b>Transparent</b> .....	<b>Opaque</b>
For the individual.....	For the organisation
<b>Self-managed careers</b> .....	<b>Organisation managed</b>
Self-selection.....	Manager nomination
<b>A fast track</b> .....	<b>A slow pipe-line</b>
Transient.....	Permanent
<b>Retaining people</b> .....	<b>Retaining knowledge</b>
About breadth.....	About depth

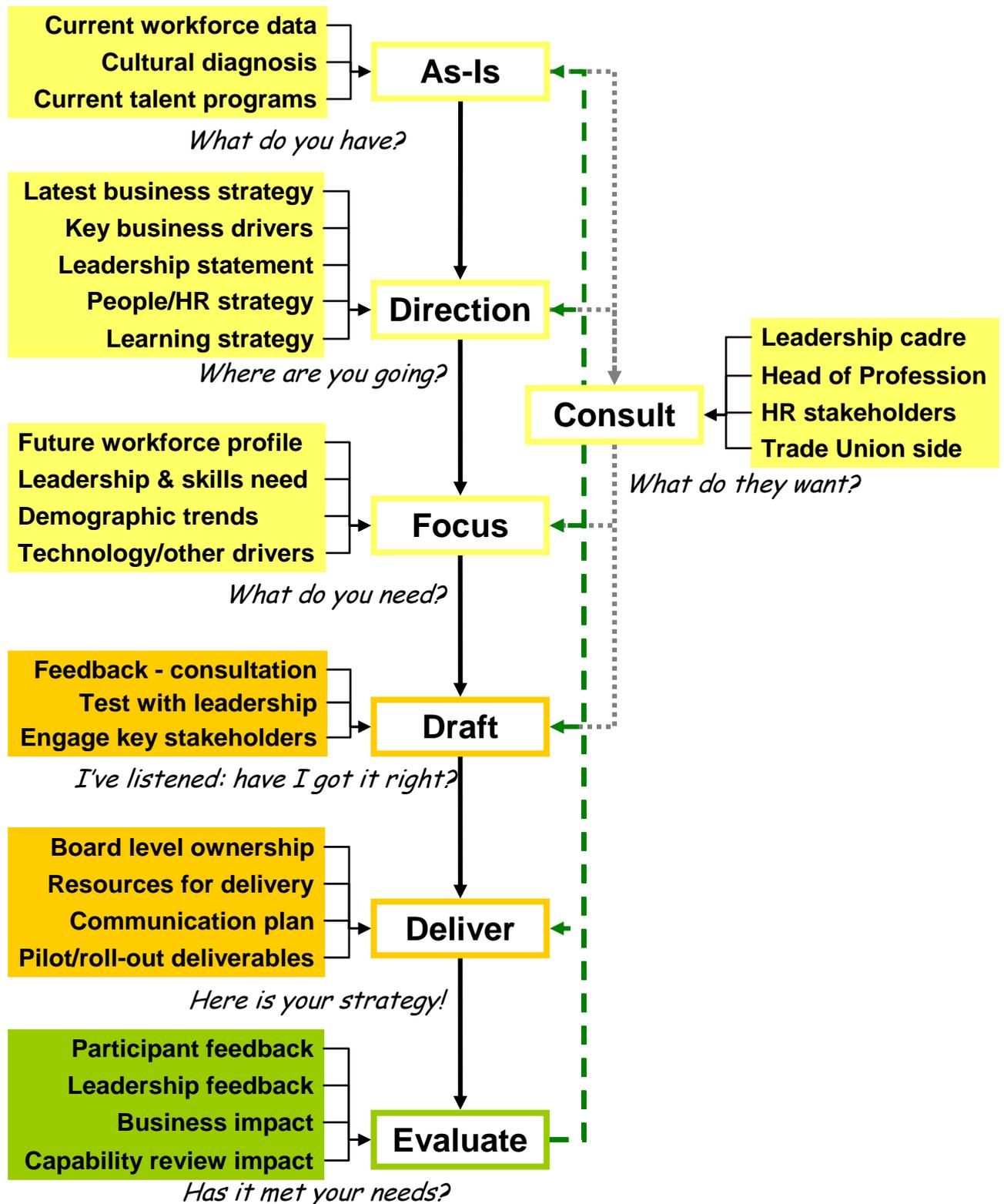
## 4. In a nutshell: 12 Top Talent Management Tips

*If you have a lot of experience in talent management you may only need some top tips. This section summarises some best practice approaches.*

<p><b>START WITH THE END IN MIND</b></p> <ul style="list-style-type: none"> <li>• Good organisations are future focused and predict what they need from their talent</li> <li>• They decode the strategy and can define the predictors of success in terms of:             <ul style="list-style-type: none"> <li>• roles and accountabilities</li> <li>• predictive leadership styles</li> <li>• future focused behaviours</li> <li>• success profiles</li> </ul> </li> </ul>	<p><b>CONNECT THE BIG PEOPLE PROCESS</b></p> <ul style="list-style-type: none"> <li>• Hiring</li> <li>• Performance management</li> <li>• L&amp;D</li> <li>• Succession</li> <li>• Reward</li> <li>• Retention</li> </ul>
<p><b>GET SENIOR EXECUTIVE BUY-IN</b></p> <ul style="list-style-type: none"> <li>• The Exec are role models</li> <li>• We hold them accountable and measure their success</li> <li>• They set the culture of the organisation</li> <li>• They provide targets, hold people accountable for them, provide feedback and align development activity accordingly</li> <li>• Engage with and create a culture that values the talent review process</li> </ul>	<p><b>EVALUATE PEOPLE</b></p> <ul style="list-style-type: none"> <li>• Who is filling the critical roles and how do they shape up</li> <li>• Who has the potential to fill these roles in the future and what development do they need?</li> <li>• Understand readiness as well as performance and potential</li> <li>• Remove blockers especially if they are in key roles</li> <li>• Act quickly on poor performers</li> </ul>
<p><b>TELL A COMPELLING STORY ABOUT THE ORGANISATIONS FUTURE</b></p> <ul style="list-style-type: none"> <li>• .....and offer the talent the opportunity to be part of it and then do it</li> <li>• Idea of promises made and promises kept</li> </ul>	<p><b>EVALUATE ROLES</b></p> <ul style="list-style-type: none"> <li>• Know the critical roles</li> <li>• Know the difference between critical and important</li> <li>• Evaluate on two dimensions: impact and difficulty and then make decisions about who fills the role based on this evaluation</li> </ul>
<p><b>GET THE TALENT CONNECTED AND NETWORKED</b></p> <ul style="list-style-type: none"> <li>• Who is line managing the talent –get them managed by good people</li> <li>• Surround the talent with good people</li> <li>• Who do they know across the organisation and wider context</li> </ul>	<p><b>PROVIDE CAREER PATHS</b></p> <ul style="list-style-type: none"> <li>• Provide clarity about expectations and the different capabilities required at different levels</li> </ul>
<p><b>ALIGN TALENT MANAGEMENT WITH DIVERSITY MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Positive action programmes should feed into Talent Management strategies and programmes</li> <li>• Develop Talent Management strategies that reflect values of inclusivity and public service</li> </ul>	<p><b>DON'T LOSE SIGHT OF THE EXCEPTIONAL PERFORMERS</b></p> <ul style="list-style-type: none"> <li>• Organisations typically have 10% HiPos and 15- 20% high performers</li> <li>• These high performers should be validated and (where appropriate) supported through the talent management system</li> </ul>
<p><b>KEEP THE TALENT PIPELINE IN THE FUNCTIONAL AND PROFESSIONAL GROUPS WELL PRIMED</b></p> <ul style="list-style-type: none"> <li>• As well as the general management and leadership pipeline</li> </ul>	<p><b>LEVERAGE THE LINE MANAGERS OF THE TALENT</b></p> <ul style="list-style-type: none"> <li>• Recognise they can make or break the talent management system</li> <li>• Develop them so that they can develop their talent e.g. stretch assignments, ability to give feedback, coaching skills</li> </ul>

## 5. The key stages in developing a Talent Strategy

This flow chart outlines the steps that you will need to consider when developing a strategy. Subsequent sections explain each stage in more detail. The components are illustrative not exhaustive.



## 6. Diagnose the “as-is”: what do you have?

*This section describes the data gathering and analysis that will be the foundation of your talent strategy. This should be an iterative process. Data leads you to draw tentative conclusions. You consult on these, receive more data and redraw your conclusions... and so on.*

### Relevant research

Some basic research is essential. You will need to know:

- Key workforce data, such as current employees and annual turnover;
- Numbers of staff by grade and profile diversity by grade;
- Recent external recruitment (graduates, professionals etc);
- Cultural characteristics of your organisation;
- The development you provide in general and for specific groups;
- Talent programmes (e.g. Fast Stream) you have and for whom;
- Succession plans.

Analysing such data will help you to decide whether you want to focus on the whole organisation, or on areas of greatest difficulty or opportunity. Appendix B has more suggestions of data to collate.

### Pulling your analysis together

You should challenge yourself and others to ensure that the data you are using is relevant, up to date and appropriate. Most departments have a range of talent development activities and you will need to establish how well those activities link to the data.

#### **Questions to think about:**

- *Is your data robust and reliable? Do you need to refresh?*
- *Can you describe your current capability, demand, diversity, gaps and development need?*
- *What connections do you see in all this data?*
- *What does all this mean in terms of future skills that will be needed?*
- *What talent management work is currently taking place?*
- *Is there any activity not badged as “talent management” but which supports this agenda?*
- *How joined up is the talent development activity?*
- *How might a more diverse workforce benefit your organisation?*
- *And how well integrated is it with other processes and initiatives?*
- *How can the work you do to find facts also be a means of engaging people positively about talent management?*

## **7. Direction: where are you going and why?**

*Your organisational context will determine many of the decisions that you make about what your talent strategy will seek to address. This section is about making sense of the comprehensive data you have gathered and understanding the choices that provide best fit between your talent strategy and the overall strategic direction of your organisation.*

### **Organisational context**

It's important to set your talent management strategy in context. What is the business case for introducing talent management? This could include:

- Enabling achievement of business/organisational objectives;
- Supporting change;
- Effective succession planning;
- Addressing skills gaps;
- Developing high-potential individuals and future leaders;
- Attracting staff; retaining staff; redeploying staff to other roles;
- Supporting workforce/resource planning.

### **What are your key business drivers?**

You will also need to consider the range of internal and external factors that may affect your organisation and how they are likely to change with time (see Appendix C). They will shape your talent strategy. As a starting point think PESTLE (political, economic, societal, technological, legal and environmental) – your strategy team may have already done such an analysis.

#### **Questions to think about:**

- *What is your organisation's core strategy?*
- *Do the key decision makers all agree on it?*
- *What is the impact of the organisation's capability review and what does that mean for talent management?*
- *What other key challenges do you face, such as political factors, major policies, economic factors, other external pressures, resources?*
- *What are your department's organisation, strategy, environment, diversity and culture?*
- *How will staff need to work and think differently in future?*
- *What changes to leadership behaviours are needed?*
- *How far is that from where the organisation is now?*

### **Context of Next Generation HR**

The Civil Service must prepare itself for the challenges ahead. Although the political and economic landscapes are uncertain, it is clear that we will have to deliver more complex and effective services with substantially less money. Civil Service HR has an important role to play in enabling departments to improve performance, reduce costs and maintain employee engagement, at the same time as improving our own performance and professionalism. The way we deliver HR – including talent management – will have to be reshaped across departments.

## 8. Consult: what do you want?

*This section is about engaging your key stakeholders with talent management issues and finding out what they want from your strategy. Consultation is your opportunity to get others to review your analysis and feed their views into the emerging draft, but also to build support among key stakeholders.*

### **Who should I talk to?**

You must get top level attention or, no matter how good your strategy, you will find it hard or even impossible to implement. As well as top and senior managers, you might want to speak with a sample of your target groups, staff representative groups including the trade unions and specialists (e.g. in strategy, HR, equality & diversity, change and Organisation Development).

### **Questions to think about:**

- *Who knows a great deal about the organisation's history?*
- *Who knows about its future?*
- *Who holds data that you need but do not have?*
- *Who influences key decisions?*
- *Whose perspectives do you need for a complete picture?*
- *Who is under-represented at various levels in the organisation?*
- *Who does NOT have much influence; does that need to change?*
- *Who knows or cares about skills in the organisation? And about leadership? Talent? Diversity?*
- *Who will be affected by your plans?*
- *Who will you depend on for implementation?*
- *Who do you want/need to support you?*
- *How can you best engage them?*

### **What should I ask them?**

Questions differ depending on who the stakeholders are. You will find that more questions occur to you as you listen to them. You may consider asking:

- What are the key business drivers and trends?
- What impact will they have? How certain are they?
- What do they know about... the organisation/existing talent management in this organisation, future plans etc?
- What do they think about this? What worked? What didn't?
- How do they feel about this?
- How do they see talent management in the future?
- What would it mean to them if it actually happened the way they see it?
- What could get in the way of this happening?
- What are they personally prepared to do to see it through?
- (Describe possible plans) – Are we on the right track?
- What current plans or activities could we take advantage of?
- How will we know when we have been successful?

## 9. Focus: what do you need?

*Through an iterative process of diagnosis and consultation you will become ever clearer about what the organisation needs. This section is about starting to translate the emerging high level principles into specific proposals.*

Inspiration from other sources can be valuable in helping you create your own solutions. Do bear in mind that what has worked in the past and elsewhere may not necessarily be right for the future and for your organisation. Use good practice but create your own solutions.

### **Addressing diversity**

A well run talent programme should address diversity, but under-representation in the Senior Civil Service is an issue. A range of initiatives run by the Cabinet Office, National School for Government and the Minority Ethnic Talent Association aim to prepare people from under-represented groups to compete for senior posts: internships for disabled graduates; women's development programmes; mentoring schemes etc to build up a more diverse talent pool.

### **Role of line manager**

Line managers play a crucial role in implementing HR policies and practices and can make a significant difference to talent management through:

- Performance management and appraisal;
- Training, coaching and development;
- Engagement and communication;
- Openness;
- Reward and recognition.

Line managers can find lack of time and conflicting priorities prevents them from managing talent well. HR professionals have a key part to play in supporting line managers, encouraging their involvement and commitment to the talent management process, demonstrating the value of the appraisal and feedback process to boost performance, and providing learning and development activities.

### **Questions to think about:**

- *How will you identify talented individuals?*
- *How will you measure potential?*
- *And test genuine aspiration for progression?*
- *How can you ensure that some individuals are not disadvantaged by those choices?*
- *What will the approach be to professional and specialist staff?*
- *How will talent be developed?*
- *What activities will be instigated?*
- *How can it be ensured that some individuals are not disadvantaged by those choices?*
- *To what extent might plans affect different population groups differently (including possibly discriminating against certain groups)? How do you know?*

- *How solid is the evidence?*
- *And what would be the potential impact of NOT seeking out such information?*
- *Are the measures to redress disadvantage or promote equality lawful? What alternatives might be used?*
- *What about those who will not be identified as “talent”?*
- *What impact will this have on them?*
- *How will this be managed?*

We recommend a partner publication: **Inclusive Talent Management Top Tips in the Civil Service**

## 10. Draft: you've listened, have you got it right?

*This is the point at which you need to pull a draft strategy together and test it with your key stakeholders. In this section we outline what key elements you are likely to want in a strategy.*

### **What should your talent management strategy contain?**

One size does not fit all organisations and situations, but we suggest you consider:

#### **The elements of a talent strategy:**

- Clear purpose and direction, a vision of where you want to get to and how you will know when you get there;
- Business case for why it matters, the value it adds;
- Definitions of talent, talent management, career pathways etc;
- Key principles;
- Analysis and evidence to support rational decision-making, including gap analysis and indications of best practice;
- Plans for communication, engagement and implementation – at least the key elements of the process;
- Coherent plan to integrate talent development, talent management, succession planning, resource and workforce planning etc;
- Analysis of risks and potential derailers (including risks of not doing the work as well as the risks associating with doing it);
- Plans to review and evaluate measurable impact: both in terms of continuous improvement and longer term assessment of value for money.

### **And how will you influence decisions?**

Above is about presenting compelling evidence in an influential way. It's important to pay attention to local decision-making practices and house styles: make sure your strategy speaks the language of the Board.

#### **Questions to think about:**

- *Have you tested your draft on a wide audience?*
- *Have you addressed the cost of implementation?*
- *Have you assessed the impact of not adopting the strategy?*
- *Have you linked your strategy to the issues that the board will find important?*
- *Is it well drafted and meaningful?*
- *Does it address diversity?*

## **11. Deliver: how will you turn the plan into action?**

*A strategy is only effective if it's implemented in the right way. This section covers taking the high level support in principle and turning it into action.*

### **A structured approach**

Use a robust and structured approach, based on the principles of project management but make pragmatic decisions based on your local culture and circumstances.

#### **Questions to think about:**

- *Have you translated your strategic vision, aim, objectives etc into unambiguous and measurable critical success criteria so that benefits are clear?*
- *Have you explained and is in scope – what, who etc is (and is not) included?*
- *Have you shown your dependencies – the internal and external factors that will influence the success of your work?*
- *Have you established costs – broken down in detail, and consistent with your organisation's financial controls?*
- *Have you shown how you will manage the risks –, how you plan to minimise the likelihood of them happening, and how you will mitigate the impact of them if they do?*
- *Are you also showing how you are managing issues – problems that you know already affect the work?*
- *Have you shown how you will manage your stakeholders? Who do you need to involve, why, and how?*
- *Have you developed a communications strategy and plan? Is it clear on who the key audiences are, what you want them to know, feel, and do, and how you plan to go about it?*

### **Governance**

You also need to consider what governance you want to ensure accountability for such a significant investment of resources. You might consider pulling together a programme board that meets regularly. It can agree tolerances (in terms of time, cost, quality), authorise any changes to plans, make decisions about high level risks and issues, manage the supply of resources, sign off final high level designs for all assessment processes and products/activities.

It's worth attending a course on Programme and Project Management.

## 12. Evaluate: how will you know it's made a difference?

*Evaluation is vital but is notoriously difficult because of the long term nature of the return on this type of investment. This section suggests areas where you will need to focus your evaluation.*

### How will you measure success?

Talent management will typically be only one of several initiatives aimed at transforming the organisation. Nevertheless, it is possible – and necessary – to demonstrate a return on what can be significant investment. Information management is crucial. You will need to think about what you wanted to achieve... and by when... and who you need to convince. You need to think of evidence that will convince your finance director – which is likely to be more at the organisational level. It is useful to go back to the original drivers – why was it important to address talent management in the first place?

#### What are the basic stats:

If you are running talent programmes or pools, then:

- How many people applied?
- Why did people apply – or not?
- What proportion gained a place?
- When you look at who applied and was successful, what diversity implications are there?

If you are taking a broader approach to talent, then what other basic stats apply:

- Take up of opportunities?
- Employee engagement results?

#### At individual level:

- What was their experience?
- What did they learn?
- How have they used what they learnt?
- What difference has that made locally?
- What have people around them noticed?
- What has happened to their career?
- How many have been promoted?
- What has happened to their performance markings?
- How do these things compare to those who have not been on the programme?
- What was the cost per individual?

#### At organisational level:

- Overall costs (e.g. costs of development, cost of time spent, internal resource etc);
- Achievement of business objectives;
- Employee engagement survey results;
- Capability re-review results;
- Number of promotions from within the talent cohorts with a period of time;
- Strength of talent pipelines and succession plans for critical roles;
- the degree of diversity within the talent pools;
- savings from recruitment costs.
- Repeat of Equality Impact Assessment

#### Questions to think about:

- *How will you know that you're having the impact that you want to have?*
- *What will you measure?*
- *How will you a) protect sensitive data and b) share the messages?*
- *How will you track the performance and progress of those identified as talent?*
- *How will you capture and share their experiences?*
- *How will you capture the impact of factors outside the scope of any development programme e.g. the impact of local line management*

*support?*

- *How will you ensure that your talent management process is not compromising diversity and excluding potential talent?*
- *How often will you report on progress and through what channels?*
- *How will you benchmark with other organisations?*

Having evaluated, you will want to use your learning and take action to ensure that you have understood need correctly, that your solutions are appropriate etc so that your management of talent is a constantly evolving process.

### **13. Developing your talent management ability**

There is a checklist in Appendix D to help you to understand what you might need to learn and understand to take talent management forward effectively.

You can use this to prioritise the areas of skills, knowledge, competency and experience that a talent management professional might need. For each element described in the left hand column consider how important it is to your job, and how effective you are at it. For example, if an element is important and you are not effective at it then it needs to go onto your personal development plan.

**February 2010**



## **Appendix A: Background to this document**

Promoting Equality, Valuing Diversity: A Strategy for the Civil Service was published in July 2008, reflecting the drive to mainstream equality and diversity further into every aspect of our business. It contains a number of commitments to help the Civil Service fulfil our new single public equality duty.

The government is committed to promoting equality and diversity across its workforce - creating a Civil Service that contains the richest mix of talents and is truly representative of the public it serves.

A Talent Management Task Group was set up to share best practice on using talent management systems and processes. Members of the group included the Diversity Champions' Network (DCN), the Diversity Practitioners' Network, Civil Service Diversity Staff Networks, the CCSU and representatives from best practice departments in the areas of talent management, recruitment and outreach. The Task Group reports to the Civil Service Diversity Delivery Board.

One of the sub groups of the Talent Management Task Group developed this **Practitioner Guide: How to create a Talent Management Strategy that reflects Diversity** to help Talent Managers to think strategically about talent management: how it can support the organisation's business strategy, and how to maximise diversity.

A second group, the Identifying Talent Action Task Group, has developed a **Good Practice Guide for Identifying and Developing Talent**. These two documents are available on the Civil Service website.

## **Appendix B: Suggested background workforce data**

For the group(s) included in the talent management strategy:

- time in current post;
- number (%) in: first post; and second or more posts;
- length of time in grade;
- number (%) coming up to retirement;
- positions of individuals on 9 box grid or by performance markings;
- number of posts at this level and next level(s) identified as promotion or development opportunities;
- number of internal/external competitions in last 12 months at this level and next; and
- of these, how many were promotions/lateral moves/external;
- amount spent on recruitment advertising and use of search consultants in the last 3 years;
- succession plans for posts at this level and next level (s) – with one or more
- successors identified for each post with indication of readiness – now, 1-2 yrs or later;
- likely vacancies in next 12 months – 3 years;
- analysis of performance, common skills gaps, diversity; and
- details of current development activities on offer at these levels.

## Appendix C: External and internal strategic factors

External factors	Internal factors
<ul style="list-style-type: none"> <li>• <b>Political pressures</b> (e.g. influence of Cabinet Office, other departments and relationships with external stakeholders; Machinery of Government changes);</li> <li>• <b>Social and demographic changes</b> (e.g. Diversity, including the impact of aging population, generational and cultural differences; Rise of consumerism and personalization; Changing workplace expectations; Increasing complexity);</li> <li>• <b>Economic pressures</b> (e.g. smaller budgets, more for less, recession, recovery);</li> <li>• <b>Technological developments</b> (e.g. IT, medical advances);</li> <li>• <b>Legal requirements</b> (e.g. duties for public authorities around race, disability, gender);</li> <li>• <b>Environmental/ecological</b> changes (e.g. green agenda)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organisation</b> history;</li> <li>• <b>Staff attitudes</b>; (e.g. staff survey);</li> <li>• <b>Common purpose, vision, values</b>; (e.g. Board level statements on values)</li> <li>• <b>Cultural norms</b>: (e.g. against internal organisational values, which are often aspirational: who are the heroes and the villains? What behaviours are common &amp; which do people struggle with?)</li> <li>• <b>Leadership behaviours</b>: (e.g. statements about what behaviours are valued)</li> <li>• <b>Staff movements</b>: (e.g. details of leavers and reasons for leaving; joiners and their experience;</li> <li>• <b>Career paths</b>: (e.g. career profiles, development paths, professional schemes)</li> <li>• <b>Processes</b>: (e.g. governance &amp; decisions)</li> <li>• <b>Geography</b>: (e.g. where people are based, the regional split and the barriers or challenges)</li> </ul>

## Appendix D: Skills, Knowledge & Behaviours

	Low			High	
Key Responsibilities / Objectives	1	2	3	4	Reasons
Selection – role profiling and job evaluation, recruitment and assessment of talent against competency and capability frameworks. Psychometrics at level A & B, assessment centre design.					
Building capability, managing performance and personal development planning. Identifying individual development needs, providing feedback and coaching, career planning.					
Leadership Development: Identify organisation and individual needs. Design, deliver or procure appropriate development activities to build leadership capability.					
Succession and workforce planning and management, and deployment of talented people.					
Reward and retention: Understand the link between reward strategies and talent identification and retention. Work with colleagues across HR to influence policy in this area.					

<p>Organisation awareness and understanding: awareness of corporate and local business strategy and plans, organisational design and associated career paths.</p>					
<p>Strategy Development: data gathering and analysis, ideas development, scenario planning, evaluation.</p>					
<p>Stakeholder Engagement and Management: written and verbal communications, influencing and persuading. Building confidence and inspiring stakeholders about the strategy.</p>					
<p>Project and Programme Management: planning, delivering results, overcoming risks and barriers, agreeing success measures and driving continuous improvement.</p>					
<p>Financial and budget management.</p>					
<p>Evaluation of talent management outcomes against strategy, cost benefit analysis.</p>					

## Appendix E: Stories from experience

*The contributors decided to keep these stories anonymous. They felt this allowed them the freedom to be more honest about their organisations, their mistakes and their learnings.*

### **Case Study 1**

We began our talent management journey without a talent strategy in place. What's important is not the document but just to make a start. On reflection there will always be aspects that can be improved and the evaluation will bring this out.

We started with our pool of SCS and then our grades 6 and 7s and then all the rest of the staff. We are introducing people development forums which are very well received by the business that bring all the elements of talent identification and development, succession management, senior vacancy filling and managed moves together in one place. We also have talent programmes in place at every level within the organisation – this is a huge success for us but one of the on-going barriers is the need to educate line managers on what 'talent' is and the benefits of having proper career conversations.

My advice would be:

1. To remember that it won't happen overnight but make a start.
2. Begin with a relatively small population, do something that will give you a quick win and teach you the lessons that you need to learn.
3. Make sure that whatever processes or procedures you put in place that they support the needs of the organisation and the individuals going through them.
4. Be aware of the big challenges facing the organisation at any one time and develop a strategy that is flexible enough to take these into account.

Remember this is not a HR process; make sure you have the business behind you and board level engagement. The business needs to be supportive and understand what is required of them.

The lessons we have learnt along the way have been...that the role of the line manager is absolutely key and that this is never going to be a quick process – always think long-term.

### **Case Study 2**

One of the key barriers that I had to overcome was the pressure from the business to deliver a strategy fast. My first steps in creating a talent strategy were to immerse myself in the literature but also to speak to as many people as possible in the organisation and capture information on the organisational environment, culture and strategic drivers.

My next steps were about analysing the needs of the organisation and stakeholder engagement. I found that sharing ideas from the beginning worked well. This made it easier to get people on board and accept ideas.

For us we had a talent strategy that had listened to the needs of the organisation but as with any strategy, it needs reviewing. It is important to remember that you won't

get everything right the first time and there will always be a need to keep evaluating and adjusting. Evaluation is crucial in developing a strategy that will last and is not just a quick fix.

My advice for those beginning on this journey... focus on the principles, maximise diversity and the design will fall out of it.

My top tips are:

1. Start with an open mind, gather information piece by piece and don't get overwhelmed by the size of it!
2. Make sure you know the future direction of your organisation and that you bring top managers into what you propose.
3. Learn from those around you, use other organisations' experiences for inspiration – there is no need to reinvent the wheel.
4. Be very clear about definitions.
5. Continuously consult – do so early and widely and throughout.
6. Remember that there is no one size fits all, and it will be different for your organisation.

### **Case Study 3**

When developing a talent programme for aspiring SCS we needed a talent strategy to provide some coherence and purpose to old and new talent activities, and give focus to the development of future senior leaders.

I had gathered data on internal talent development schemes, internal and Civil Service leadership statements, SCS competences and standards. Our emerging people strategy gave me a patchy future view I could use. I asked talent managers in other organisations about developing a strategy: I borrowed and adapted.

My first draft was short and pithy and I included it in the briefing material that I used to consult senior managers about the programme for aspiring SCS. I incorporated the draft strategy into a paper for the Board that covered the range of talent programmes and gained their approval. At this stage our talent activities were largely discrete, but the strategy sign-posted a move towards a more coherent approach that explicitly linked talent to succession and resource planning.

My advice to others is:

1. Consult senior stakeholders and seek their buy-in from the start.
2. There is a wealth of knowledge in the Civil Service, tap into it early.
3. Align your talent strategy with the strategic direction of the department and reflect both the people strategy and leadership requirements in your draft.
4. Review and refresh regularly as your department changes.

#### **Case Study 4**

We started our journey, as many organisations do, with a fairly senior group of staff (group below SCS). We set up a working group with a cross selection of staff to discuss general requirements and the format etc. We had a set of meetings with smaller working groups to focus on specific areas of content. A larger working group would review the progress.

The biggest challenge for us was the negativity regarding barriers to change. It was a challenging time to be forming a strategy while going through large scale organisational restructuring and change.

Overall our original work was too ambitious with too much content. It would have been better to provide something simple which had clear aims and identified work that the organisation would take forward and where the responsibilities lie.

My advice for others is to:

1. Keep simple to start with so that it is accessible to all.
2. Ensure that it reflects the organisational culture.
3. Identify quick wins – remember the strategy can evolve as the organisation does.
4. Ensure working groups have a wide range of experience which captures and reflects the depth of your organisation (ours was perhaps too HR focused).
5. Think about what stage the organisation is at, what it needs for now and what it needs for the future.

## Appendix F: Reading list

### Chartered Institute of Personnel and Development (CIPD)

**Talent Management: an overview:** this factsheet gives introductory guidance from the CIPD.

**Talent management: design, implementation and evaluation:** a practical interactive tool to help HR professionals as introduce talent management in their organisations.

**The war on talent? Talent management under threat in uncertain times:** a November 2008 survey of approximately 700 CIPD members on how talent management strategies are affected by the recession.

**Fighting back through talent innovation: talent management under threat in uncertain times:** a follow up report highlighting the responses of 10 organisations that found creative and innovative ways of retaining talent including public and private sector case studies.

**Tansley C et al (2007) Talent: Strategy, Management, Measurement. CIPD:** a year-long academic study based on interviews with senior executives, HR directors, HR professionals, talent management specialists, line managers and individual employees in nine organisations

**Cheese P, Thomas RJ and Craig E (2008). The talent powered organization: strategies for globalization, talent management and high performance. Kogan Page Publishers:** there is a wealth of useful material about the characteristics of successful talent management strategies.

**Cappelli P (2008). Talent on Demand: Managing Talent in an Age of Uncertainty. Harvard Business Press:** presents key principles for ensuring that an organisation has the skills it needs when it needs them.

**Hirsh W (2006). Career development for knowledge workers: facing the challenge. IES:** a useful introduction to issues around the career management of professional and functional experts who are key to organisation performance.

**McCartney C & Garrow V (2006) Roffey Park Report: The talent management journey. Roffey Park Institute:** describes the steps of establishing talent management, illustrated by case study examples.

**Lubitsch G & Smith I (2007) Talent Management: A strategic imperative. 360°/The Ashridge Journal:** download as a pdf from [Ashridge Faculty Publications](#). The article stresses that talent management is “unique to each organisation and must be designed to take account of a unique blend of strategy, people, culture and systems”.

**The Talent Management Handbook. Edited by Berger and Berger:** makes the link between organisational excellence and the infrastructure of human resources systems.

**High Flyers - Developing the next generation of Leaders by McCall:** about the development of future executives. It takes the view that future leaders are those who have the ability to learn from experience and remain open to continuous learning.

**Grow Your Own Leaders by Byham, Smith and Paese:** looks at 'acceleration pools' to drive high potential and leadership development.

**The Leadership Pipeline by Charan, Drotter and Noel:** the ideas that are described in this book are the ones that GE used to drive leadership capability improvements across their organisations.

**Managing Talent People by Alan Robertson and Graham Abbey:** looks at what is different about talented people in terms of their expectations and what makes them tick

**The first 90 days by Michael Watkins:** provides practical advice to help new starters get up to speed quickly with the challenges of their role.

**Developmental assignments by Cynthia D McCawley:** looks at what can be achieved through experiential development.

**Developing Executive Talent, Best practises from Global Leaders by Jonathan Smilansky:** discusses what it is like to be talent managed by an organisation and how organisations can do a better job of engaging with talent.