

PER153
FOR DECISION
WARD(S): ALL

PERSONNEL COMMITTEE

18 September 2008

TALENT MANAGEMENT SCHEME

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

The benefits of adopting a talent Management scheme are recognised as the improvement of staff morale, including improved productivity of employees which enables the Council to benefit from a more flexible workforce. It ultimately also results in a reduction in turnover and increased retention of talented and motivated employees.

The Talent Management Scheme is a scheme to recognise and develop talented individuals within the Council, through placements in other teams for tangible projects for up to a maximum of 12 months. The Scheme is designed to mentor and coach individuals to develop their skills to then be utilised back in their substantive role.

This scheme is open to all high performing employees and needs to be in support with their Line Manager or Grandparent Manager. The implementation is planned for Autumn 2008.

RECOMMENDATION:

That the Committee endorse the scheme as detailed in the Report.

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DETAIL:

1. Introduction

- 1.1 A Talent Management Scheme can deliver motivated and developed staff. It helps the organisation to identify and develop their high quality staff, winning their engagement by channelling their talents and improving morale and motivation so securing better value for money and retaining them in the organisation for longer.
- 1.2 The key elements of a Talent Management Scheme is to review the necessary skills knowledge and attitudes needed to sustain and grow the council and be able to meet the future needs of its members and needs of the community . Through effective training and development the organisation would be able to retain the Talent to support the aims of the council.
- 1.3 The Benefits of a Talent Management Scheme increase the ability of the Council to retain and motivate talented and above average achieving employees. In addition through the experiences gained by participating in the Scheme, talented employees are retained within the organisation for longer and the Council benefits from a more flexible workforce. This in turn affects the workforce with increased productivity on projects both rewarding the council with an increase in profile and the workforce with a positive approach to work. Through retention of talented employees it enables the Council to reduce its recruitment costs through expensive advertising due to loss of talent to competitive markets such as other local authorities and the Private Sector.
- 1.4 The perception of the value of work has changed and employees now look for a total reward framework which both challenges and interests them and gives them a sense of achievement and different opportunities. Recent work by the Public Service Reform (CIPD conference 2008) has established that in the public services the key aims are engaging, motivating and rewarding staff and building capacity. These key aims all link to providing a more motivated and flexible workforce through establishment of talent and developing those staff.
- 1.5 A result of this approach will be an improved personalised public service through the investment in time and energy to increase productivity, flexibility and diversity in the workforce of the council. This scheme will also incorporate and align to the Government Public Sector Pay Policy which aims

to recruit, retain and motivate public sector workers in a way that is affordable, non inflationary and represents value for money.

- 1.6 There is currently a push through local government for a different approach to reward. This has been evident that during difficult economic times employers need to focus on the other elements of reward package other than pay, in effect - pay is not the main cause of recruitment and retention problems within public sector. Therefore to cover the aims of both the Public Service Reform and to establish a strong retention of employees there is a need to review the current statistical employee information for Winchester City Council as a background to the establishment of a Talent Management Scheme.

2 Current Position

- 2.1 Currently our turnover of staff is at 16% up to the end of from April 2007 until the end of March 2008, from reviewing the reasons for leaving, these include:

Reason for leaving	No of Employees
External appointment – public sector	11/74 = 15%
External appointment – private sector	21/74 = 28%
Personal Reasons	17/74 = 23%

Currently from analysing the exit interviews over the last 12 months (from August 2007 until August 2008) some more in-depth reasons for leaving can be identified as:

- “Not enjoying their current role”
- “Not enough training for role”
- “Career Move – playing catch-up with young graduates”
- “No Team Leader Opportunities at Winchester”
- “Getting restless and frustrated”
- “... need to be utilised to full potential”
- “looking for a challenge”.

3. The Talent Management Scheme

- 3.1 A Talent Management scheme presents a better deal for employees – responding to employees need for development through stretching their skills and abilities to bring out the best in them. It would also strengthen the link between the reward strategy for the council and the organisation strategy the Council, or develop new ideas and projects for improvements to services, attend job shadowing and receive coaching and development. All of which, would increase the employee’s satisfaction and ultimately result in a motivated and engaged workforce. This in turn would be brought back to the existing role with an increase in skills and motivation of moving towards a more flexible workforce.

- 3.2 The Scheme would incorporate elements of coaching, mentoring, work placements, projects and job shadowing. It would be a holistic approach with several options for Managers that could be tailored to the needs of the individuals selected for the Scheme. This scheme would enable the council to raise its profile through projects that provide added value within the Winchester community sourced from the Talent Management Pool. This would include customer engagement projects that would raise the profile of the council and meet its business needs, this in turn enables staff to widen their scope of experience and link to their improved performance for themselves personally and to the improved organisational performance of a flexible workforce.
- 3.3 Many organisations run schemes to identify and motivate talented employees from within their own talent pool. This shows a willingness to recognise the talents of employees and to develop them to establish wider frames of reference and also develop skills that they may not use to their full potential in existing roles. It is important that staff are developed and given opportunities and through this scheme, not just to establish potential Managers of the future to link to the organisational plan but to also develop individuals to improve retention and offer a fuller benefits package to potential new employees. This would be an opportunity for employees not to change role and responsibilities permanently but to retain their existing substantive post and develop themselves in other competences with another area of the council by either job shadowing or secondments.

4. **Timescales.**

- 4.1 The proposed timescales for this project are: (Phase 1)

Project Planning (baseline) SMG for competences including consultation	July- August 2008
Organisation of Secondments/Projects (sourcing through WCC Project Management Team)	September 2008
Creation of database for talent secondments	September 2008
Agreement on format of secondment	September 2008
Advertising format agreed and placements advertised.	September 2008
Applications invited/nominated	September 2008
Applications short-listed and sifted	September 2008
Link to competences	
Selection Process	September 2008

SEE Mentoring Places allocated	October 2008
Training for Mentees at SEE	October/November 2008
Establishing needs of Talent and selecting appropriate scheme e.g. secondments	October 2008
Matching & Slotting of selected Talent With Managers and HR	October 2008
Talent Advised of placements Panel: Paul/Rob/Lisa G/Marian/Alison Gavin	October 2008
Placements Commence	End of October/beginning Nov 2008
Process review and check	November 2008
Induction for Talent Scheme	November 2008
Talent Meets with Hr for health-check	December 2008
Feedback morning on process/issues	December 2008/Jan 2009

The Timescales on this project are tight, however a lot of the background work has been completed including the securing of Mentoring places with South East Employers.

5. Identifying Talent

- 5.1 The Scheme is designed to ensure that the “talent” employee identified matches with the parameters of the scheme. The competences will link to those used with the Performance Review system these will be the benchmark “competences” for the Scheme.

It is envisaged that an identified talent employee, would be scoring no less than 3 on their competences at appraisal (based on the highest score = 4).

6. Slotting & Matching of Talent and Secondments and development opportunities.

- 6.1 Through the interviewing of the potential employees or “talent”, the competences will identify the demonstrated strengths and development areas for that employee, which will be followed up with a 1to1 with the Talent Employee. The Talent Scheme will not just including postings on secondments but may also involve job shadowing, working on projects or coaching other team members to improve skills in a managed process and will form part of the contract of the Talent Scheme. The one to one will enable the manager of the Talent to establish the needs against competences and select an appropriate solution. This could be a secondment, but invariably may include coaching from an external body to help develop them further or an expansion to their current role through increased responsibilities or project work. Each employee will be scored using the scoring methodology. It is

envisaged that if seconded, the talent employees' substantive post will also be used as part of the Talent Scheme to enable another employee wherever possible to be seconded to that post.

- 6.2 The posts identified will be from the overall plan from the Project Management Team and would include posts and projects on a 3 month to 12 month period. The secondments could be on a full time basis e.g. 5 days per week or alternatively on a 2-3 days per week basis. Each year there will be a limited number of Talent Management places available, it is estimated that this would be approximately 6 in the first year as a maximum. This would enable the pool of potential postings to be flexible and manageable in the first and then subsequent years.
- 6.3 If an employee applies to be on the Talent Management Scheme but is not successful, then full feedback will be given to the employee together with a copy of their Psychometric Testing Profile to enable them to understand what to work on if they wish to apply again.
- 6.4 Employees will have their expectations managed through appraisal if they have any development areas that fall below the "fully competent" score such as a score 1-2 on the appraisal scheme they will not be accepted on the scheme on this basis. This scheme is designed to identify those staff with talent and potential talent that could be developed and not for those who may not be working to standard in their current role.

7. **Contracts of Employment.**

- 7.1 Each successful delegate will receive a Variation to Contract for a defined term for the period of the Talent secondment. This is envisaged to be no longer than 12 months and for a minimum of 3 months. The contract will be issued upon successful acceptance to the scheme. All employees will be seconded on to the Scheme and will retain their substantive post during the period of the secondment. As the secondments will vary some employees who are seconded may also be working in their substantive roles whilst on the Talent Scheme.

8. **Funding.**

- 8.1 It is envisaged that all posts identified as a secondment opportunity will be funded by the Division of the seconded post thus ensuring that each team manages the cost within the existing staffing budgets. This would ensure that the funding is secured for the post of the secondment and the Manager of the "Talent" employee will be able to retain the budget for the post of the "Talent" employee. This would enable where ever possible to utilise these posts as further talent Management opportunities for other staff. There may be a need for virement from existing budgets. On rare occasions there may be a need to seek additional resources to enable back filling and this would be assessed on a case by case basis.

9. Advertising of the Scheme.

- 9.1 It is important that this scheme receives exposure to ensure that the maximum number of staff have the opportunity to be identified for the Talent Scheme. Therefore it is proposed that the scheme is advertised in City Voice, a poster campaign is produced to go on notice boards and full details of the Scheme are on the Intranet. This is envisaged to commence from mid September 2008.

10. Support and Guidance post Scheme.

- 10.1 Employees who have participated in the Talent management scheme would return to their substantive post (the post they held before participation in the scheme). It is important to note that employees from the Talent Scheme will be managed out of the scheme. This will involve an evaluation of the employee's progress against their competences comparing them from the start to the end of their secondment. This information will then be fed into the annual appraisal process.
- 10.2 It is important to note that there is no guarantee of a promotion or a pay increase following completion of the Scheme as they are still responsible for their own career development.

11. Evaluation and Monitoring

- 11.1 The affects of the Talent Management scheme will be measured through an employee engagement survey after the first scheme is completed. The target audience will be the delegates who have participated in the scheme. Their views will be sought on such as: motivation, training and experience received, their view of their role etc. This will enable the Council to review the feedback and monitor the role of the Talent Scheme in any changes in behaviours and attitudes. In addition it is proposed that throughout the scheme the talent participants are encouraged to feedback on the scheme to check its progress and enable the Line Managers to review workloads etc.
- 11.2 After the first year of the talent scheme it is proposed to review the staff turnover, not only of those who participated in the scheme but the populous of the Council. This will be able to monitor the scheme's affect on staff turnover and attitude in the workplace.
- 11.3 The staff sickness and absence will be reviewed, due to increased opportunities this may affect the overall sickness in the council and should help result in a reduction. To monitor this the output will be reviewed after each year of the scheme and compare to the previous year. Other factors will also be reviewed that may contribute to this such as increased awareness of the opportunities within the Council and also attitudes towards the workplace from staff surveys.

- 11.4 When the scheme has run its first year, it would be prudent to then include this scheme on the recruitment advertising as a benefit for working with the Council. This could be monitored through the number of applications received through the portal and a spot survey taken at interviews looking at reasons for applying to Winchester. Positive reinforcement of the scheme should affect employees applying to the Council as another benefit over and above those of our competitors for talented employees such as the private sector.

OTHER CONSIDERATIONS:

12. CORPORATE STRATEGY (RELEVANCE TO):

- 12.1 Relates to the Corporate Strategy's statement on the requirement to deliver our service in the most cost efficient manner and making the best use of all available resources.

13. RESOURCE IMPLICATIONS

- 13.1 Funding for this scheme would be from within existing budgets.

14. APPENDICES

Appendix 1 - Issues and Risks Document

Appendix 1.

Issues and Risks

Issue/risk	Potential Problem	Answer	Risk high/med/low
Lack of support for the scheme by team managers	No Talent nominated or talent not released from WCC	Encouragement by including Managers as Stakeholders in the Project. Engagement and regular reviews.	Medium
Employees not released from key positions for the scheme	Risk of non take up by staff we are trying to reach with the scheme due to Managers reluctance to release.	Scheme offers short term placements on flexible terms e.g. 2 days per week. For periods of 6-9 months. Mentoring and Coaching would alleviate issues.	High
Timescales of Secondments may not match Managers expectations.	Non-release of staff or reluctance to offer placement.	Scheme offers short term placements. Also ties in with coaching and mentoring from SEE and other options such as offering projects in their existing roles.	Low
Talent does not match to the placement and does not work out after initial placement.	Will cause issues in area of placement and issues with Talent. Will need to ensure replaced in the scheme.	Matching and slotting carried out prior to confirmation of slot. All Talent retains their substantive post. All Talent will be assessed to match the best solution for them either secondments, coaching, projects etc.	Medium
Who is responsible for the Talent whilst on the scheme – e.g. disciplinary/grievance etc.	This may causes blurring of boundaries for the employee and therefore cause confusion when issues arise.	Line Management and responsibilities to be defined at the start of the secondment. This will be re-inforced with the Learning	Medium

		Agreement	
What happens if the substantive post for the Talent becomes redundant?	There is not a returning post for the employee therefore is made redundant.	The redeployment policy and redundancy policy will cover this issue.	Low
Sickness of key Talent member or Manager	Talent will be absent from the scheme therefore will not benefit from placement. Manager of the placement may become disillusioned.	Sickness and Line Management of sickness managed from initial acceptance to the Scheme by substantive line manager. Any long term sickness issues will be dealt with on a case by case basis.	Medium
Pay Increases and Budgets	Talent may expect extra payments through honorariums for work completed. This would present budget issues from either substantive post or talent post.	The budgets for placements will be established prior to offering. Funding and organisational budgets will be discussed with Talent Manager and Managers interested in offering placements.	High