

# Measuring talent management activity

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## Guidance notes



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# Management and use of talent information

## Introduction

The data you collect and report on will be dependent on the approach you take and your organisational wants and needs. Here’s a few things you’ll need to consider prior to agreeing the talent metrics that are right for you:

## Source – how can you obtain the data you need? Does it all come from one place, how easy is it to submit?

## Frequency/visibility - how frequently are you going to look at talent information and at what levels? How will this be presented? Who needs to see it?

## Accountability – for this intervention to be meaningful, different people will need to be held to account for what they do and how they go about it in terms of talent management. Have you set out clear expectations in your organisation? How will you ensure appropriate action is followed up?

## System - think about the receptacle for your talent data. Do you have systems that can already hold and process this information? If not, what simple systems can you implement to ensure you can easily access and review the information you are proposing to hold?

## Data use – it’s important to explain to individuals how information from conversations you have with them will (and won’t be used). Those holding talent conversations should be given clear guidance so they can inform people accordingly.

It’s easy to get carried away with talent metrics – the outcomes of your interventions are more important. To ensure your approach to measurement is effective, the following points are recommended:

* Understand your starting point – where is activity likely to have most impact?
* Link to existing metrics – consider how you can connect the measurement of talent management activity to key performance indicators already in place?
* Focus on quality rather than quantity – it is better to measure two or three critical indicators well, than to try and do too much. Start with a few measures - you can build on them over time.

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# Measures you could consider

A selection of measures relating to different aspects of talent management are outlined below.

## Talent development

* Number/% of individuals with development plan in place
* Number/% of individuals who have a meaningful career/development discussion
* % completion of development plan actions
* Satisfaction ratings and comments from individuals regarding attendance at development events
* Diversity in access to talent development interventions
* Completion rates and quality of development events
* Length of transition period for individuals who are newly recruited or newly promoted into other roles
* Demonstrated behavioural improvement/strength leverage following development interventions
* ROI studies pertaining to specific programmes/interventions

## Pipeline strength and succession planning

* Changes in the % of individuals by band/grade/level from one year to the next (to identify any trends in leadership population growth)
* Number/% of individuals approaching retirement
* Comparison of population at high risk of leaving compared with strength of potential successors
* % time succession plan candidates fill incumbent positions
* Identification of multi-successors (to numerous positions in the organisation)
* Number of/% of successors who are in a different service from the incumbent they may succeed
* Risk of leaving percentages – high/moderate/low
* Impact to the organisation if the individual does leave
* Identification of those ready for a lateral or promotional career move
* Estimation of turnover based on high risk/retirement etc.
* Internal v external fill of positions
* Number of candidates defined as ready to fill critical positions
* Diversity in pipelines/succession plans
* % of successors available

## ‘High Potential’ Population

* Number of high potentials and % compared to the general workforce
* Number of individuals in each high potential category (if applicable)
* Number/% of high potentials based on number of years participating
* Percentage of high potentials who are also successors
* Number/% of individuals who chose not to participate
* Number/% who are no longer participating on a high potential programme
* Diversity data of high potential population
* Percentage of successors who are also high potentials
* Number/% of high potentials who completed development objectives each year

## Talent Review

* Number of individuals reviewed during the talent review process
* Evaluation data from those who participated in talent review meetings
* Quality of experience of participants in the process

## Indicators demonstrating return on investment

* Roles filled by internal promotion
* Impact of talent management on turnover of different groups
* Impact of talent management on financial performance and staff/patient experience
* Impact of talent management on overall organisational performance
* Potential v movement
* Cost/time to hire (draw on brand)
* Talent engagement (how ’talent’ feel)