

# Talent Strategy

## Template

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**NB This is an example – local context, drivers/priorities and outcomes will need to be included in your own organiational strategy**

**Talent Management Strategy**

## Introduction

Talent Management represents organisations’ efforts to attract, develop and retain skilled and valuable employees. Its goal is to have people with the capabilities, commitment and behaviours needed for current and future organisational success. *(or your own definition)*

Effective talent management can enhance clinical outcomes, staff experience and motivation, promote integrated working and increase productivity and value for money.

Talent Management in the NHS is becoming increasingly critical. This strategy set out our initial focus for the next X years, our aims being:

* To promote an inclusive approach to talent management, ensuring that every member of staff has regular talent conversations and identifies any relevant actions
* To ensure leaders and line managers are equipped to carry out these conversations effectively
* To develop robust succession plans for our critical roles and enhance our leadership pipelines
* To ensure our development offerings support staff at all levels to sustain and improve or enhance performance and enable them to maximise their potential

## National and Regional context

The Developing People – Improving Care strategy provides a national framework for action on improvement and leadership development. Its main purpose is to encourage the development of a critical set of improvement and leadership capabilities among staff. Talent management has been identified as one of those capabilities and there is an expectation that all NHS funded organisations focus on talent development and planning as one of their core activities.

This coupled with the inclusion of talent management expectations in the CQC well-led framework provides a strategic imperative to support organisations to develop their approaches in both local and system contexts, including the formation of coherent talent strategies. The Trust recognises its responsibilities in this area and is focused on developing its strategies and plans to meet these requirements.

The NHS Long Term plan also outlines talent management intentions, through the implementation of systematic regional and local approaches for identifying, assessing, developing, deploying and supporting talent.

X is also one of many organisations in the X area and is preparing itself for involvement in Regional Talent Board and other system related talent and workforce activity.

## Local context

*You will need to add this based on your own organisation’s context. Here you may wish to cover the following:*

* What are the current changes taking place externally that impact on your organisation?
* What are the internal drivers for change?
* What are the possible future scenarios that you need to plan for?
* Are there any constraints that must be mentioned?
* What are the significant organisational goals?
* What are the likely implications of the business goals for staffing?

*For example:*

*Longer life expectancy is requiring a greater focus on elderly care services. The region also has a growing population beyond 1 million, a higher than average X% annual increase in A&E attendances, and the risk of a £Xmillion deficit by year. Together this is requiring new ways of organising and delivering services. In addition, whilst examples of excellent care across the patch are recognised, this is not always resulting in the best outcomes, nor evidencing the best use of existing capabilities and potential within the workforce.*

*In order to deliver the clinical change and sustain the clinical strategy, a highly engaged workforce with a strong sense of inclusion and empowerment, alongside a culture of high performance, improvement, measurement and innovation is required. To achieve this, our people strategy sets out a series of workforce initiatives informed by feedback from staff plus internal, local and national strategies. One of the themes identifies the need for developing systems leadership, improvement skills, compassionate leadership skills, and people who can build high performing teams. It highlights leadership development, a stronger appraisal system, and talent management as the key initiatives for developing these.*

## Benefits

The benefits of successfully embedding talent management are numerous and varied. Below we have summarised some of the key longer-term benefits that the organisation can expect to achieve following successful implementation:

* A driver of culture change – A talent management process that is underpinned by organisational values and behaviours will reinforce culture change. This works through ensuring that part of the way that ‘talent’ is defined is down to the extent to which individuals are displaying the behaviours required to drive the desired culture.
* Improved staff and patient experience – there are multiple sources of evidence that suggest that clarity of goals/objectives can contribute to higher levels of staff engagement as well as better health and well-being, and that meaningful appraisal systems can also reduce patient mortality and improve patient safety.
* Greater attraction of talent – Organisations that place a strong emphasis on finding and developing talented staff soon build a reputation as such. Research demonstrates a correlation between how desirable external applicants rate potential employers as a place to work with whether or not they have established talent management processes. It is thought that this is less to do with people’s awareness of the process itself but more that ‘good’ people attract ‘good’ people.
* Enhanced relationship between individuals and managers- Talent management increases the frequency of interaction between an individual and their manager. It also enhances the depth of conversation and degree of focus around an individual’s personal needs and development priorities. Given the majority of research tells us that the relationship between an individual and their manager has the greatest influence on their performance this is a very valuable outcome.
* A voice for ambition – Conventional appraisal processes when operating without talent management make it hard for individuals to share their ambitions and when they do it is often difficult for managers to know what to do with this information. The implementation of robust talent management should make it easier for individuals to signal their intent, receive the support they need to make a transition and ultimately to move into another role or the support they need to maintain and/or enhance their performance in their current role.
* More tailored individual development - Talent management takes into account all aspects of an individual’s make-up e.g. their potential, aspirations, confidence, capability and personal needs. It allows development plans to be more targeted, motivating and achievable and is ultimately a key enabler to getting the best out of people.
* Greater pipeline intelligence – Without talent management and succession planning an organisations understanding of individuals’ aspirations and readiness is limited at best. Having greater insight into where the leadership pipeline is flowing and where it is not supports effective workforce planning and allows the organisation to ensure business continuity when there are unanticipated departures / absence.
* Improved retention – implementing effective talent management approaches can also aid retention. High quality talent management processes place emphasis on meaningful conversations with staff which can increase their sense of value, resulting in a positive impact and experience for patients and service users. Increased partnership working and development of wider opportunities can also help to retain staff in local organisations and systems.
* Enhanced succession planning - summarising the relationship between performance, potential, aspiration and readiness is conducive to the production of robust succession plans. This information gives a clear indication of whether someone is ready or keen to step into another role or area of capability and also what might be required to get them to this point. Effective talent management provides succession data by default.
* A clearer understanding of national and regional talent management challenges – allowing strategic solutions to benefit the system as a whole. By ensuring some consistency in the use of talent management practices across the NHS, we can begin to form an improved understanding of national talent challenges and where appropriate, develop system-wide solutions to support organisations to address them.

## Our approach

Talent Management will be implemented to provide a systematic and strategic approach to our workforce to achieve our ambition to be a provider of choice with a clearly recognised brand in the recruitment market, and a diverse and inclusive workforce. We aim to attract and retain the most talented individuals to our roles. As part of this we seek to nurture and develop our recruits and appoint them to our most suitable opportunities as their careers evolve with us. Our talent management approach provides the necessary set of principles and processes to achieve this for the mutual benefit of our staff, the organisation, and patients/service users.

The goals of talent management for the organisation are:

* Ensure there is a diverse, capable and evolving leadership population across all levels and professions
* To have succession pipelines in place, supported through robust planning approaches
* To ensure that the organisation has an excellent reputation for career development
* To maximise workforce potential in line with local system principles to deliver new models of care.
* The creation and promotion of an attractive employer brand to attract external talent is built into recruitment processes.
* To increase over time the number of vacancies filled via talent management processes vs external recruitment

The key enablers and principles of talent management for the organisation are:

* Everybody, irrespective of service, band, profession or characteristics has a conversation that focuses on their potential, aspirations and readiness, not just their performance
* Leaders are skilled in holding talent conversations and signposting individuals to support/opportunities where appropriate
* There are clear development offers in place to sustain and grow the workforce
* Pipeline visibility – there is an understanding of the capability and readiness of individuals to fulfil their aspirations and/or critical roles
* Integrated with and aligned to other OD interventions, locally, regionally and nationally

The diagram below illustrates the integrated approach that we will be taking:



Key activities we will be undertaking to support this approach include:

* Ensuring the appropriate foundations for effective talent management are in place
* Adapt our processes to ensure that all conversations include assessments of performance, potential, aspirations, readiness, development and support
* Brief all staff who will be receiving conversations and train all line managers who will be holding conversations in their roles and responsibilities
* Map development/career pathways for staff at all levels/all professions and put a plan in place to address any gaps or risks
* Identifying critical roles and implementing talent review and succession processes to ensure effective management of talent pipelines
* Engage with national and regional programmes of work including Regional Talent Board, High Potential, Training and Graduate Schemes to ensure the organisation is appropriately represented and that opportunities maximised
* Evaluating the impact of our approach to ensure our goals have been achieved and it is achieving the desired outcomes.

## Equality, Diversity and Inclusion in Talent Management

We know that diversity and inclusion leads to improved health and greater staff and patient experiences in the NHS. We welcome the challenge of enabling staff from all backgrounds to develop and excel in their roles. From those just starting out to more senior colleagues, our aim is to support all staff to develop their potential and to promote leadership at every level.

Our primary aims in our talent management approach in this area are to:

* Set high standards around the recruitment, development and retention of staff
* Ensure that all of our talent management interventions and tools support our aims for inclusion
* Develop our staff so they are equipped to support our priorities in this area
* Ensure all staff have access to and are benefitting from talent management interventions
* Identify areas of inequality and/or under-representation in our practices and take positive action to address this

Specific priorities that we have identified in relation to our people practices are:

*Insert specific areas that you have highlighted in your own organisation relating to talent management with a brief summary of (or signposting to) the actions you have identified to address them.*

## Roles and responsibilities

All staff have a role to play in the effective delivery of talent management in the organisation. Responsibilities and expectations will be outlined/emphasised through a range of people interventions including induction/onboarding, in review and career conversation briefing/training and in talent review and succession planning approaches. These will be also be detailed in job descriptions as appropriate.

All staff have a role in preparing and participating in talent management activities and as a minimum, engaging in regular review and career conversations.

Line managers are responsible for advocating talent management approaches, ensuring they are equipped to hold effective review and career conversations with their staff and participate in talent review and succession planning activities as appropriate.

HR/Learning and Development OD teams will be responsible for providing support and infrastructure for talent management interventions.

The organisational lead for talent management is X. It is their responsibility to ensure that the strategy and associated plans are implemented effectively.

Executive accountability for talent management rests with X. It is their responsibility to champion talent interventions and to provide oversight and assurance on the quality and impact of talent management across the organisation.

Detailed summaries relating to the roles and responsibilities for different staff are outlined in Appendix X.

## Supporting local system talent management

We recognise the importance of engaging in talent management activity with our local system partners to ensure that opportunities to collaborate and realise benefits across our organisations are maximised.

We have established positive relationships with neighbouring organisations to enable effective partnership working on local system talent management priorities and are actively involved in shaping and influencing the local system’s talent management agenda.

The key priorities identified for the local system are:

*Insert local system talent management priorities here – if not yet developed, describe this as a next phase of work.*

Our organisational priorities support/underpin these priorities by:

*Describe how your own organisational talent management work will support that of the local-system – if not yet developed, describe this as a next phase of work.*

We regularly contribute to system working on talent management via – *describe who, frequency and how you ensure the system work is connected to that of the organisation.*

## Links to other strategies and plans

This strategy should be read in conjunction with and is supported by:

* Workforce/People/Leadership/OD Strategy and Plan
* Recruitment and Selection Strategy
* Onboarding/Induction Policy
* Appraisal Policy
* Performance Management/Capability Policy
* Learning and Development Policy
* Education Strategy
* Retention Strategy
* Local system/X workforce strategy

*Add/remove/amend as per your own organisational strategies and plans*

## Measurement, reporting and evaluation

Key performance indicators we will be monitoring that are connected to this work are as follows:

* Average length of time posts are vacant
* Number of vacancies filled via Talent Management vs External
* Cost savings linked to lower external recruitment
* RAG rated succession planning for key roles
* Number of candidates in talent pipelines for critical roles
* Diversity of those in senior roles reflective of the diversity of the wider staff population
* Staff survey results
* Staff engagement results
* CQC Well Led rating

Outcomes we expect to see include:

* Leaders and managers at multiple levels ready to drive the change
* A healthy talent pool of ready successors to take up critical positions as and when required.
* Staff are provided with consistent and sustainable development opportunities.
* High staff engagement, and the organisation is seen as a ‘Best place to work’.
* A culture of high performance, improvement, measurement and innovation.
* Diverse and inclusive approaches fully embedded

*Select a small and achievable number of KPIs to link talent management to in the first instance – see guidance on measuring the impact of talent management for further information*

Baselining is currently underway. Talent management progress will be benchmarked against the KPIs listed above and implementation plan milestones. This will be reported to the workforce committee and the Board every quarter.

The process of evaluation will be on-going from implementation to ensure that talent management is always effective and using up to date measures, frameworks and best practice and that it is achieving the desired outcomes and impact set out above.

## Implementation

Due to volume and capacity, the roll out of talent management processes will necessarily need to be exclusive initially, by starting with smaller groups. Implementation of the Talent Management approach outlined above will, therefore, take a phased approach over X years, commencing with the Executive Team, Senior Leaders and X Directorates, followed by a roll out through the rest of the organisation.

The implementation of process and skills training will support the roll out. This will include resources explaining and supporting the implementation of the new process and paperwork available to everyone via face to face sessions, webinars and podcasts, handbooks and other online resources.

The full implementation/delivery plan is attached as Appendix X – see implementation guidance/plan examples.

## Review

This strategy will be reviewed annually to reflect progress and changes as necessary.