

NHS Talent Management Maturity Diagnostic

The Talent Management (TM) Team has recently completed the soft launch phase of the NHS Talent Management Maturity Diagnostic, an online digital tool which enables organisations to self-assess their current level of TM maturity.

Over eighty organisations have completed the diagnostic and provided very positive feedback about their experience ahead of our national roll-out in January 2020.

The data obtained gives us an insight into the maturity of talent management practices across the NHS and represents about 20% of the organisations that we'll be asking to take part overall.

Positive trends include:

1. 76% of the organisations have a named board/governing body member who holds responsibility for and advocates for equality, diversity and inclusion
2. 64% of the organisations feel staff either mostly or fully have personal development plans in place to enable them to sustain and / or improve their skills and behaviours

There are several areas that indicate significant room for improvement. For example:

1. Only 11% of organisations are fully confident that they have a clear definition of TM
2. Only 10% of organisations have fully introduced a TM strategy
3. Only 10% of organisations are fully assured that board / governing body members advocate TM and actively role model it
4. Only 3% of organisations have TM as a standing item on board/governing body meeting agendas
5. Most organisations (60%) are not yet taking positive action to ensure access to talent development opportunities is fair and representative of the workforce or local population
6. Most organisations (80%) are not yet monitoring the diversity of talent pipelines and taking appropriate action to ensure these are, as a minimum, representative of the local communities the organisation supports

The data also show that there are many opportunities to build effective talent management at local system level, as:

- 72% of organisations who took part are not yet working proactively with local system partners to identify stretch opportunities that align with individual aspirations and organisation needs
- 73% are not yet sharing organisational intelligence about talent at local system level to shape local system succession and workforce plans

- 80% aren't working with local system partners to shape key performance indicators which can be used to measure progress on the delivery of talent management priorities
- 76% are yet to develop processes that provide an understanding of the potential, aspirations and readiness of individuals to fill local system critical roles

This is a small insight into the first phase of this work and are an initial indication of the national picture. We will understand the full national picture following the full national roll-out January 2020 with an analysis expected around June 2020.

If you require any more information, please feel free to contact

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