

Talent Management Strategy

2016-2020 (Appendix 1)



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Introduction

Our Talent Management Strategy outlines how we aim to plan for, resource and develop our employees to reach their potential and to meet the challenges and opportunities over the coming five years. It is a fundamental strategy for achieving our corporate aims and the aspirational objectives of our People Strategy. The strategy focuses on planning for, resourcing and developing our people but recognises that these processes do not operate in a vacuum and that to succeed in these areas we need to operate in an inclusive environment with effective HR policies and procedures operated consistently across the organisation.



Our people really matter. Each individual employee can make a major difference. Talent Management is about providing the right environment and support for everyone to make that difference. We have talented and committed employees. By empowering people, we will make them and, in turn, Bury council the best that we can be.

Tracy Murphy, Acting Assistant Director for Human Resources

The current period of accelerated change means it's more important than ever for us to think ahead. We need to attract talent. Progressive people policies which maintain high skill levels within the Council are vital for our continued success. I strongly support the interventions in our Talent Management strategy that helps us to do this.

Sandra Walmsley, Cabinet Member for Resource and Regulation



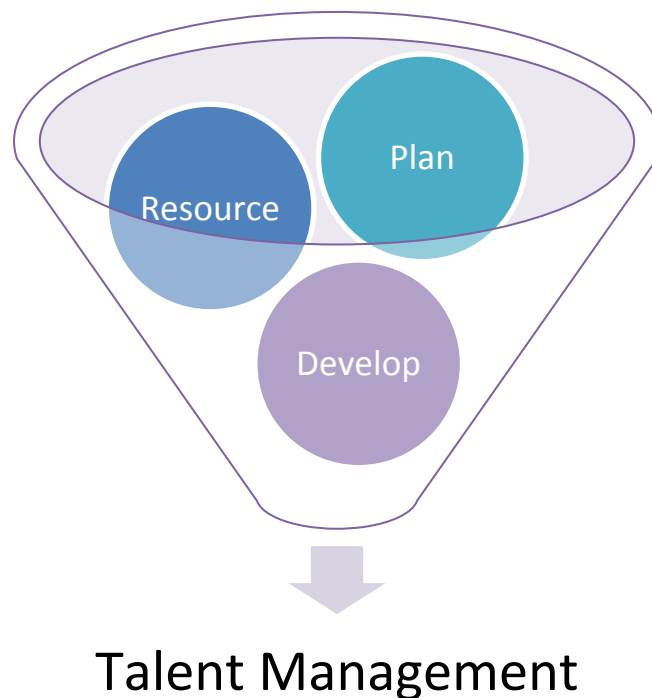
What is talent management?

'Talent Management' means having systems and plans in place that ensure that we plan for, attract, recruit and select, retain and develop our employees to meet present and future needs. We need to plan ahead, make sure we recruit people with the skills and behaviours we need and then retain them and help them grow.

The Chartered Institute of Personnel and Development (CIPD) underlines the importance of talent management for the following reasons;-

- building a high performance workplace
- encouraging a learning organisation
- adding value to the 'employer of choice' and branding agenda
- contributing to diversity management.

Talent management can be divided into three key components:



Why now?

The world of work is evolving at a rapid rate. The role of the Council is also ever changing and therefore the skills and behaviours needed to achieve the vision and objectives are different now than they were even five years ago and will be different again going forward. A recent study carried out by the University of Birmingham into what it means to be a '21st Century Public Servant' identified nine key attributes needed which include the need for people 'to be recruited and rewarded for generic skills as well as technical expertise' and identifies that people will 'build careers which are fluid across sectors and services'. Our People Strategy aligns with this level of change

Consequently, we need to manage the risk of not having people with the right skills and behaviours to take the Council forward. Although it can be argued that this is particularly critical when considering those leadership roles at the top of our organisation and those highly specialist roles where all the knowledge and skill is housed in one person it is important with regard to every role in the council. We will all recognise the reality of this situation as we will all know highly skilled people who have left leaving a gap to be filled. There are many examples of good practice where these situations have been effectively managed but this strategy aims to go a step further and put in place a coordinated approach across the council to make us fit for the future.

We are already a smaller, leaner organisation and have seen a shift to alternative delivery models which will continue and people have adapting to take on broader roles which require different skills and behaviours. When someone leaves the new role is often redesigned and looks very different. We need to be planning and making sure we have developed people with the skills and behaviours for the future as well as the present. In an increasingly competitive market for talent, if we want to succeed in being an Employer of Choice we need to demonstrate real career development opportunities in a challenging and engaging environment.

Where we want to be

One of the Council's corporate priorities as outlined in the plan for 2015 to 2020 is to ...

ensure staff have the right skills to embrace significant organisational change, through embedding a culture of ownership, empowerment and decision making at all levels of the organisation.

And the corporate plan states that by March 2016 we will "develop talent management and succession planning policies".

To do this we have set the following key strategic objectives:

We want to have:

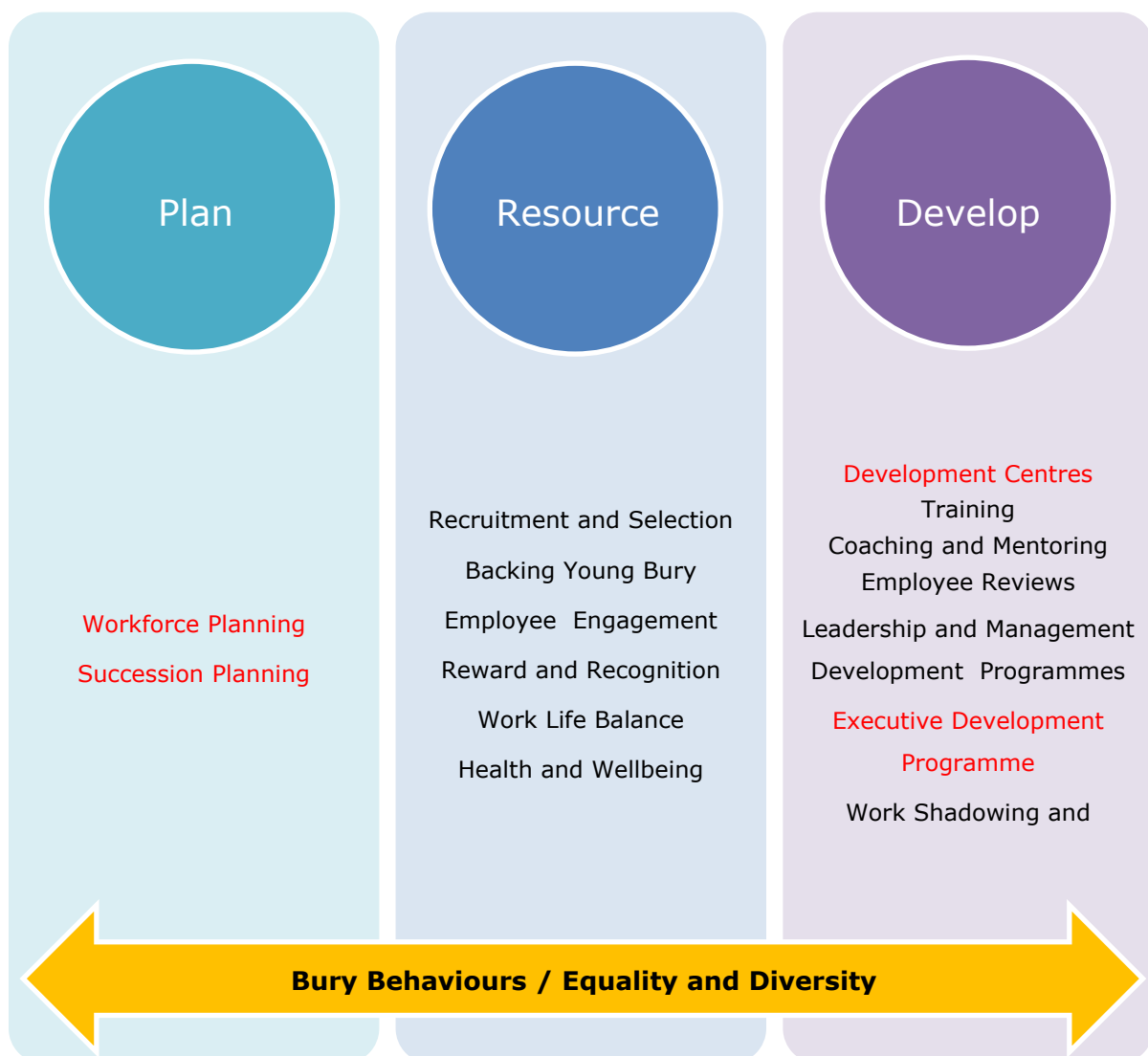
- **Flexible, resilient individuals who are ready for the next challenge across the organisation**
- **An organisation that is an Employer of Choice for talented individuals**
- **Employees who are not only skilled for the present but for the future**
- **An organisation that can respond quickly, effectively and fairly to changing circumstances**

Where we are now?

Is Talent Management new?

No ... as an organisation we already successfully recruit and develop our employees and have a number of excellent practices in place to help retain talent within the organisation. We have a suite of behavioural competencies; the 'Bury Behaviours' which set out clearly what 'good looks like' now and going forward at all levels within the organisation, and our recruitment and development practices are underpinned by these Behaviours. Investors in People have acknowledged some of the positive work we do, and have helped us to recognise any gaps. This is a great basis for moving forward and achieving our objectives.

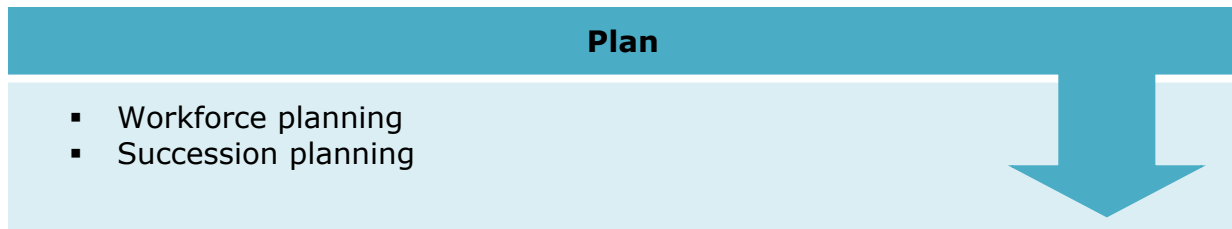
The table below identifies some of what we are currently doing and highlights some of the areas we can move forward with to work towards our objectives. (The areas in red below are those identified for particular action to help us move forward).



How we will get there?

1. Plan

It is important that the Council plans ahead and establishes what sort of talented people are needed now, and in the future to deliver services.



Workforce Planning - Workforce planning is the process of ensuring that the Council has the right people, with the right skills, in the right place at the right time. It is about generating information, analysing it to inform future demand for employees and then translating that into a set of actions that will develop and build on the existing workforce to meet that demand. Planning for the future workforce will be carried out on a Council wide basis in areas such as planning for apprentice recruitment to rebalance our age profile and provide skills for the future whilst meeting our obligations through the Public sector recruitment target and voluntary severance schemes to address the need to remodel a leaner workforce. Analysis will be carried out around national and regional influences on the workforce along with market analysis. However detailed workforce planning needs to be carried out locally by the people who know the business. Corporately we will revise the current tool kit and develop workshops for managers and HR advisers to support them in this process.

Succession Planning – This is a key component of Talent management. Traditionally succession planning is the process of identifying successors for key posts, and then planning career moves and development activities for these potential successors to enable them to be ready for posts as they become vacant. Under traditional succession planning models potential successors will be identified with an indication of the timescale for 'readiness' and areas of vulnerability identified with action plans formulated.


In a rapidly changing environment it is unlikely however that we would look for 'like for like' successors for posts so this approach could be too rigid. Our approach therefore is to identify the skills and behaviours needed now and going forward and identify and develop potential successors to take up the challenges of the senior roles within the council.

INDICATORS OF SUCCESS:

- Succession Planning pilot completed, reviewed and evaluated with model used and adapted for other areas within the Council
- Development plans in place for all those in succession planning pilot
- 80% of roles for which succession has been planned are filled internally
- Reduction in external recruitment advertising costs

2. Resource

Resourcing processes ensure that the Council gets and keeps the talent it needs.

Resource	
<ul style="list-style-type: none">▪ Recruitment and selection▪ Backing Young Bury initiatives▪ Retention of, including:<ul style="list-style-type: none">– Employee engagement– Reward and recognition– Work life balance– Health and wellbeing	

Recruitment and Selection – We embrace the challenge that we need to take a flexible approach to recruitment to attract talent and to make sure that we can operate in a more dynamic environment without putting unnecessary barriers in place whilst maintaining fairness and consistency being mindful of best practice government initiatives and legislative change. We will therefore continue to review our Recruitment practices. We will ensure that we link each role to our Bury Behaviours to ensure that we are including in our selection criteria the behaviours that have been identified as being key to future success. We will then measure these using the most appropriate assessment tools and encourage an Assessment centre approach.

Backing Young Bury initiatives – Based on the success of the programme for the past five years we will work to provide greater opportunities for young people, including extended work experience placements, pre-employment training, graduate recruitment, an increased number of a varied range of apprenticeships and use of our 'young person's talent pool'. Through this programme we aim to recruit and retain young talent for the future and to meet our obligations through the Apprenticeship levy and public sector recruitment target. Targets for recruitment under this programme will need to be reassessed in light of these developments

Retention – We will take a number of key steps to retain talented people and enable them to give of their best, valuing their contribution. These will include:

- **Employee engagement** – We will carry out regular employee surveys, and then work with managers to celebrate and build on strengths as well as to put into place improvements. We will also ensure employees are treated fairly, and with dignity and respect in the workplace. In addition, we will encourage effective performance management and appropriate use of disciplinary, grievance and capability procedures.

- **Reward and recognition** – We will continue to fairly reward our employees, and carry out regular equal pay audits. Options will be investigated in relation to alternative approaches to the reward package. We will also continually seek to enhance the staff benefits package, and will recognise employees’ performance through the STAR Awards process.
- **Work life balance** – The Council is committed to supporting a flexible, agile workforce and will maintain a comprehensive package of work life balance options.
- **Health and wellbeing** – We will continue to encourage and actively support our employees to become more physically active and to lead healthier lives (physically and emotionally). To support and co-ordinate this we will refresh, develop and communicate the Health and Wellbeing Strategy and work towards the Wellbeing Charter .

INDICATORS OF SUCCESS:

- Introduce a system where all recruitment is linked to the relevant behavioural competency framework and measure compliance
- Evidence of more innovative methods of recruitment in place with monitoring of results/success
- New collaborative E-Recruitment system introduced and embedded with careers portal promoting hard to fill careers and promoting our ‘place’
- Through the employee survey, we will see generally improved levels of engagement e.g. %of employees satisfied with Bury council as an employer increases year on year
- Survey indicates increasingly number of employees who feel their job makes good use of their skills and abilities
- Survey indicates increasing number of employees who feel that work gives them a sense of personal accomplishment
- Increased take up of work life balance opportunities
- New Workforce Wellbeing Strategy in place with action plan achieved
- Talent pools in place across GM
- Secondments across GM
- Workforce more representative of the community we serve

3. Develop

Develop



- Development centres
- Training (including continuous professional development)
- Coaching and Mentoring
- Employee reviews
- Leadership and Management development programmes
- Executive development programme
- Work shadowing and Secondments

Development centres – We will design and implement development centres to support succession planning and the building of high standards of competence across the Bury Behaviour framework. We will objectively assess individuals against specific competency indicators and use the data gathered to produce focussed development plans.

Training – We will continuously review and re-shape a comprehensive programme of learning and development that will be linked to the Bury Behaviours. All our learning interventions will aim to provide employees with the specific skills and competencies they need in order to achieve Bury council's Values, Strategic Outcome and Priorities. Training interventions will be evaluated to ensure we invest in those activities that will add value and build a strong skill base for our future. We will employ the most efficient methods of delivery whilst maintaining quality standards and maximising ease of access.

Coaching and Mentoring – We will promote coaching and mentoring as valid and sustainable methods of learning. We will develop our schemes and provide continuous development to our coaches and mentors to strengthen and extend the adoption of these interventions.

Employee reviews – We will develop our employee review process to be compatible with and supportive of our emerging and evolving strategies and policies around Performance Management, Pay and Reward and Succession Planning.

Leadership and Management development programmes – We will continually evolve our Bury Leadership and Management programme to ensure we are providing learning opportunities that equip our leaders for the emerging challenges and to be able to lead growth and reform.

Executive development programme – We will facilitate a tailored programme of Executive development to support our Executive team to be Leaders of Place and be influential members of the wider GM Leadership Community.

Work shadowing and Secondments - We will identify and arrange appropriate work shadowing and secondment opportunities in support of succession planning.

INDICATORS OF SUCCESS:


- An executive leadership programme is in place and all our senior leadership team are participating
- A leadership programme is established and the majority of our managers are participating
- 80% of learners and managers report that learning undertaken:
 - Achieved planned outcomes
 - Resulted in improved performance or service delivery
 - Development centres have been established a
 - Was value for money
- All employees to have an Employee Review annually.
- Development plans in place through succession planning process
- Increase in % of employees who feel their job matched their skills and abilities

Progress and monitoring

Progress against the actions listed in this strategy will be reported upon annually to the HR and OD Leadership Teams.

For further information about the Talent Management Strategy, please contact:

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