

Talent Management Framework

Introduction

- 1 The Council has agreed an Organisational Development (OD) Strategy with an overall aim to help the Council achieve its vision of building a world class city for everyone, with an ambition of taking the Council from Good to Great
- 2 How the Council manages its talent will be a key contributor in determining the success of the OD Strategy. The OD Strategy comments on how much has been achieved in the last few years but the context in which local government operates is changing radically. We need to develop services to deliver new and increased income streams and adopt a more commercial approach both corporately and from employees.
- 3 As a consequence, the skills and capabilities we require from our employees, as well as the means by which we continue to drive service improvement and best value needs to change. Strategic talent management will help us achieve this

Organisational context -Why Talent Management (TM) is vital

Oxford City is unique in many ways and doesn't reflect national trends in some aspects of employment. There are difficulties in recruiting in some specialist areas, there is competition from other businesses for high end skills and talent and there is significant social/economic disparity. Another complexity is the current staff profile of the Council:

- Over 40% of staff over 50
- Only 8% of staff from a BME background
- Under-representation of women in senior management roles
- Over –representation of over 50's in management

An in-depth breakdown of these issues can be seen at appendix 2.

TM can be a complex and wide ranging series of processes and interventions and to be effective should always be set within an organisational context which, for the Council, means that TM needs to focus on the issues highlighted above and:

1. Enable achievement of organisational priorities
2. Support change
3. Address skills gaps
4. Develop high potential individuals and future leaders
5. Attract, retain and develop high performing staff

TM for Oxford City Council

TM happens in two ways at the Council:

- 1) At operational level - every day, through staff and managers, and there are opportunities for every employee. A key aspect in the role of managers is to help develop their staff. This happens in a number of ways, including
 - Bi-monthly appraisal process
 - PDP (behavioural / professional / career)
 - Regular one to ones
 - On the job training
 - More formal training (e.g. short courses, vocational training)
 - Team meetings
 - Secondments
 - Project work
 - Championing (e.g. IIP, P2P, new intranet, carbon)

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- Coaching & mentoring
 - Shadowing/buddying
 - Action Learning Sets
 - Peer challenges
 - Real experiences e.g. attending strategic meetings, presenting at large events etc.
 - Sabbaticals
- 2) At corporate level – as set out in this document, whereby the Council has adopted a systematic approach to identifying, managing, recruiting, developing and engaging with individuals to develop their talent

The systematic processes will be delivered through the following four themes which are also presented as a matrix showing proposed activities and potential benefits in appendix 1. This also provides a potential action plan for delivering the strategy

Themes

1. Investing in youth
2. Growing our own
3. Future leaders and managers
- 4a. High Potential Development Scheme, OR
- 4b. Corporate Graduate Placement Scheme

Theme 1 – Investing in Youth

Talent Management begins at career entry level through a variety of different interventions and can in the longer term significantly impact on the reputation, profile and skills of the Council. A brief summary of the various terms associated with this theme is provided;

- Work placements – provide opportunities for young people (15 to 18) to spend a period of time carrying out tasks or duties similar to regular employees. It is unpaid with an emphasis on learning and it is an important part of the transition from school to work and provides students with the chance to explore career options.
- Traineeships – aimed at people who are not currently employed, but who are focused on work or the prospect of it, are qualified below level 3 (AS level) and are believed to have a reasonable chance of being ready for employment or an apprenticeship within six months of engaging in a traineeship. Traineeships are part of the same family as apprenticeships and will be funded by the education funding agency
- Apprenticeships – are opportunities for people, generally 16 – 19 (although not exclusively) to gain a qualification whilst gaining valuable paid work experience. The training is funded and the employment normally is for a period between 1 to 2 years, but this can be extended to suit various service needs
- Graduate training linked to a specific profession – are paid fixed term contracts. They generally consist of a number of placements across an organisation and cover a wide range of professional areas, providing a broad base of experience and expertise as part of a formal qualification.
- Internships – this type of initiative is used for roles requiring a higher level of qualification than the other forms of work experience mentioned so far and is associated with gaining experience for a professional career. Internships are an essential part of the career ladder in many professions. They are a great way for undergraduates and recent graduates to develop their knowledge, skills and experience in the real world of work through paid contractual work. (not to be confused with unscrupulous arrangements adopted by some organisations as a method to get free/cheap labour).

Theme 2 - Growing our own

Within the workforce there are talented people at all levels who have the motivation and capability to progress their careers and deliver high performance for the Council. Generally these people are identified within their service area through good day to day management and the

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appraisal process. At various levels opportunities are provided to build careers through support for specialist career training and continuing CPD. Development opportunities can also be provided to the right people through several initiatives such as ownership or contribution toward specific projects, secondments (both internal & external) and cross service working. An effective workforce plan should recognise and create the development pathways for talented staff

Theme 3 – Future Leaders and Managers

The Council will need to continue to develop new and innovative approaches to service delivery, creating new income streams and adopting a more commercial and customer focused approach. This means having leadership and management capabilities which create the right environment and space for high performance, innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council's Vision and objectives. Additionally we need to attract and retain people who have excellent people management skills as well as sharing our values and behaviours. This theme focuses on recognising talented people and those with potential and developing them through the Leadership & Management Development framework, appendix 3. Identification of people in this theme will mainly rely on the effective and consistent use of the appraisal process and the behavioural framework.

Theme 4a – High Potential Development Scheme

Within the workforce there are 'great' people who are consistent high performers and exhibit great behaviours. Through an annual process of assessment a number of people (subject to financial resource) will be selected to take part in a 'High Potential' development scheme which will result in a bespoke development plan providing them with enhanced capability to progress their careers. This does not guarantee a career path with the Council, although this would be the ideal end result both in terms of organisational commitment and succession planning

Identifying talent

The identification of talented people needs to be subject to clear and open processes and in generic terms the activities below should be used. These identification activities can be used both at a corporate level and through line management, or often through a combination of the two:

- Investing in youth
 - Clear and definitive job descriptions
 - Effective and efficient recruitment processes which can be targeted where appropriate, using a variety of assessments and the Values & Behavioural framework
- Growing our Own & Leadership & Management
 - Using the Council's values & behavioural framework
 - Appraisal process
 - 360 appraisal (where relevant)
- High Potential Development Scheme
 - Annual assessment centre programme
 - Continuing assessment through the annual appraisal process
- Corporate Graduate Placement Scheme
 - Appropriate recruitment and selection campaign

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Appendix 1

Theme	Investing in Youth	Growing our Own	Future Leaders and Managers	High Potential OR Graduate
Proposal	<p>Maintain the current commitment to Apprentices</p> <p>Maintain the current Graduates schemes but monitor centrally</p> <p>Develop a structured approach to work placement and traineeships (and recruit the latter)</p>	<p>Maintain current service level career training.</p> <p>Include a section within the appraisal which considers career progression, CPD and other development opportunities to make it something that is thought about and documented.</p> <p>Adopt effective succession plan process</p> <p>Provide tool kit for managers to assist them develop talent</p>	<p>Focus on using the Leadership & Management Development Framework to provide clear pathways for development</p> <p>Consider funding for formal qualifications in 2014-15 such as ILM</p> <p>Develop coaching skills for suitable managers identified through an assessment process</p>	<p>Identify a high potential scheme and cost out. Agree financial resources</p> <p>Identify candidates for an assessment centre and implement scheme</p> <p>OR</p> <p>Design and fund a suitable 3 year programme</p>
Benefit 'What do we gain?'	<ul style="list-style-type: none"> • Lower age profile • Recruit talent • Increase diversity • New ideas • Tackle unemployment • Reputation 	<ul style="list-style-type: none"> • Increase capabilities • Succession plan people to call on next • Encourage high performance • Build careers 	<ul style="list-style-type: none"> • Lower age profile • Create our own future leaders • Build management capability • Build careers 	<ul style="list-style-type: none"> • Future leaders • Attract & retain talent • Provide reward and motivation

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Appendix 2 Statistical support for introducing TM

- Employment in Oxford City

In general terms there are 110,900 jobs in Oxford*, equivalent to 72.2 jobs per 100 residents. This is a very high job density in comparison to both the county as a whole (51 jobs per 100 residents), the regional average (46.5) and the national average (46.1). It is also relatively high in comparison with comparable cities such as Milton Keynes (60.6) and Reading (61.2), though it is similar to the jobs density of Cambridge (71.6). Taking into account the fact that a large proportion of Oxford's population is economically inactive students, and then we can see that Oxford's jobs density is particularly high. This high jobs density reflects Oxford's importance as a regional centre of employment and implies a significant amount of in-commuting into the city, particularly from other parts of the county. Oxford has a very high number of jobs relative to the number of residents in the city and average wage levels are relatively high. Extremely high average skills levels play an important role in attracting an array of globally significant companies to the city. *ONS 2011

- Age profile

The age profile of the Council shows that 54.6% of our staff are in the 35-55 age band with nearly 40% being 50 or over. This sets a trend of increasing loss of skills, experience and knowledge which when set against an increasingly competitive jobs market highlights a need to put measures into place to offset the potential impact. Additionally the future needs of the Council in terms of skills and abilities will reflect an increasing demand for commercial and customer focussed acumen

- Diversity

The Council is under-representative of the communities it serves which has a 25% BME community and only an 8% representative workforce. Although some service areas have profiles well above and below this figure. Additionally there is a senior management BME and gender imbalance. A diverse workforce is essential to the Councils capability to meet the challenges of the future, not least because we need the innovation in thinking that diversity brings. Failure to invest in this area means we could lose people, the wrong people or fail to recruit the right people and therefore the richness and diversity of our future talent

Given these facts and the historic difficulty the Council has had in recruiting to some specialist posts it is obvious that we need to do something to alleviate the growing pressure on the demand for skills and a talent strategy will help the Council to understand the skills, experience and capabilities the organisation already has, what we will need to buy in and what we need to develop in order to deliver its strategic priorities

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Appendix 3

Leadership & Management Development Framework

Operating Level	Personal Development Needs Analysis	Management & Leadership Pathways (delivery activity)				
		Performance Management	Employee Engagement	Behavioural Development	Wellbeing	Strategic Leadership
-1- New Managers	<ul style="list-style-type: none"> • Probation • Appraisal 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS
-2- New managers to Oxford	<ul style="list-style-type: none"> • Probation • Appraisal 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS
-3- Developing Managers	<ul style="list-style-type: none"> • Appraisal • 360 feedback • Assessment centres • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching
-4- Senior Managers	<ul style="list-style-type: none"> • Appraisal • 360 feedback • Assessment centres • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching

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Professional Management Qualifications	<p>Managers at all operating levels who evidence a talent for people management may have access to compete an appropriate ILM management programme, the content of which will reflect the above pathways. The qualifications that could attract funding would be:</p> <ul style="list-style-type: none"> Level 3 Team leading Level 5 Management Level 5 coaching Level 7 Strategic Leadership & Executive Management Level 7 coaching
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