

To: The Scrutiny Committee

Date: 6th May 2014

Report of: Head of HR & Facilities

Title of Report: Talent Management Framework

Summary and Recommendations

Purpose of report: To provide a headline summary on the Talent Management Framework and how it's principles are currently being implemented as a day-to-day business thread

Scrutiny Lead Member:

Executive Lead Member:

Recommendation(s) or major points for consideration:

To note the actions already implemented and those to be explored further to ensure that the Council promotes opportunities for staff development within the scope of the Talent Management Framework.

To note the actions already in place and proposed activity to support the accessibility of BME and other under-represented groups to development within the scope of the Talent Management Framework

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List of background papers: *Talent Management Strategy (Appendix 1)*
Version number: V1

1. Introduction:

The Scrutiny Committee have previously indicated a general interest in the Talent Management Framework (TMF) and in particular the opportunities for positive action linked to employees from BME groups. This summary report highlights how the four key themes within the TMF are now being applied both operationally (day-to-day) and through specifically targeted interventions.

The complexities around Talent Management, with wide ranging interventions possible, need to be set within an organisational context which, for the Council, means that TM needs to focus on addressing/ rebalancing the issues highlighted below and in order that the future needs of the Council (in terms of skills and abilities) will reflect an increasing demand for commercial and customer focussed acumen:

- Over 40% of staff over 50
- Only 8% of staff from a BME background
- Under-representation of women in senior management roles (25%)
1.5% in roles at grade 10 or above
- Over-representation of over 50's in management

2. Talent Management Framework at Service Level:

The Talent Management Framework is delivered at service level through a variety of management led activity. For example:

- Bi-monthly appraisal process, Personal Development Plans (behavioural / professional / career)
- Regular one-to-ones
- On the job and more formal training
- Secondments and project work
- Championing (e.g. IIP, P2P, new intranet, carbon)
- Coaching & mentoring (succession planning & knowledge handover as well as interview coaching)
- Shadowing/buddying
- Action Learning Sets
- Peer challenges
- Real experiences e.g. attending strategic meetings including Management Practice Group, presenting at large events etc.

3. Talent Management Framework at an Organisational Level:

The TM framework identifies four key areas where the Council will manage the development of talent:

- **Investing in Youth:** The apprenticeship programme is targeting areas in Oxford with BME communities and has the potential to open up different higher technical/ trainee routes in areas like IT, Finance or Building Surveying going forwards. We will take positive action through recruitment and subsequently with people who express interest. We have already delivered workshops in schools and contacted County wide youth engagement networks to promote the scheme. We are developing a tighter structure for work placements which will focus on City schools, specifically through the Business in the Community partnership with Cherwell and other cluster schools. This partnership will open mentoring opportunities for young BME groups and encourage younger staff to be role models for the organisation.
- **Growing our own:**
As part of the BME focus group work we have encouraged managers to identify under-represented groups to attend our management development programmes (the DNA of a Great Manager) and to be developed as part of dedicated and diverse specialist interview recruitment pools in each service area (a Corporate Equality Scheme action plan objective). HR Business Partners work with the OD&L team to actively assist BME staff with interview coaching and on-going management mentoring. The main focus of 'Growing our own' is to place the emphasis on managers to develop talented people and ensure they identify gaps in representation
- **Future leaders & managers:**
A significant budget has been allocated for Leadership & Management Development and within this we will take positive action to promote and support under-represented groups to provide them with the best possible chance of success. It is also proposed within this budget to deliver a form of capability assessment where skill gaps can be identified and developed. Again positive action will be taken within this to promote BME staff development in a management capacity
- **High Potential:** The delivery of this is yet to be formally designed and will take considerable work, with anticipated timescales of mid-to-late 2014. Within this we will focus on identifying the most talented Women and BME staff and take positive action to support applications for development. We have actively supported staff to apply for national talent programmes and have just been successful in getting one woman on the national District Council Network Staff Development programme (designed for 60 aspiring officers aged under 35 and not currently in management roles)

Summary:

4. Members are asked to note the active initiatives currently in place

