



Talent Toolkit

This toolkit has been produced to help both managers and employees to ensure that we identify and grow talent and support development for employees throughout the council.

We believe that everyone has talent, and we need to understand what that talent is and where it lies, so that we can unlock your potential.

The talent grid is a simple, effective tool that can be used to support the managers and employees by:

- ✓ reflecting that everyone has talent but is at different stages of their career
- ✓ helping to identify training requirements and plan our training schedule
- ✓ identifying employees with the potential to develop and move into new roles
- ✓ helping identify employees who will benefit from development or support.
- ✓ understand what people's short and medium-term plans are to minimise the impact on their teams.

Personal career aspirations

We know that not everyone wants to develop and grow beyond their existing role, and this is fine. We need our employees to have a diverse mix of aspirations. Using this toolkit, we are not considering if a suitable role exists or is likely to exist for an employee in the Council, it is simply assessing your motivation and ability to progress and develop. This will ensure we have the right people with the right skills in place to step up should a role arise.

Identifying and growing talent

Succession planning is the process of identifying the critical positions and developing action plans for individuals to assume those generally critical posts are those which are hard to fill.

We therefore need to identify the most important positions in the Council, which are often the hardest to fill, and develop action plans for those people who may be able to fill these roles in the future.

This grid covers your whole working life and is a simple way for employees and managers to identify the position you are currently in.

Knowing where our staff are on the grid helps us to identify and grow talent, allowing us to gauge how many people have the ability, aspirations, and desire to move up within the Council and how long this is likely to take.

Your position on the grid will change when your performance or skills change, or you re-evaluate your career plans. The important thing is not where you are on the grid but what actions can be taken to help you develop as a result of your position on the grid.

By knowing this we can plan to support you appropriately in reaching your potential and support you with your career goals.

The Talent Grid

TALENT GRID		POTENTIAL		
PERFORMANCE		<p>Team Performer Consistently delivers good performance and respected professional. Is well suited to current role with no current aspirations to change role.</p>	<p>Developing Talent High performance with the ability to move up in the organisation or take on a broader role in the future. Role expansion is possible within 18-30 months</p>	<p>High Potential High performance with the ability to move into a bigger role. Role expansion could happen within the next 12-18 months.</p>
		<p>Developing Performance Currently receiving support to develop or sustain performance. Considering other roles which match skills.</p>	<p>New in Role New to role so it is too soon to tell where skills and aspirations lie, or developing their skills and knowledge in a changing role.</p>	<p>Emerging Talent Good performance with the ability to move into high performance and potential to develop into bigger role, however still growing into current role.</p>

While managers and employees should carry out this discussion during the 'My Journey' process on an annual basis, we encourage regular casual discussions, catch ups and constant conversations with staff to check their objectives are still current and aligned with their career journey or if more stretching goals need to be set through 'On Track Talks'.

How it works

The employee assigns themselves to a position on the talent grid to aid conversations about where they see themselves currently. Through discussion, the line manager either confirms or amends the position on the grid. This can then be used to plan progression and career aspirations or if they are planning to leave the Council, we can identify critical posts we may be able to fill by identifying and growing new talent.

How to use the grid

The assessment is determined by a person's achievements against their allocated objectives through the year and their all-round performance in line with the valued behaviours framework.

Example:

For someone who excels in their current role and has the potential and aspiration to progress with us or wants to continue to excel in their current role, they would be expected to be placed in the high-performance categories 'Developing Talent or High Potential Talent';

A Key Contributor is a team player and will be someone who can be counted on to do a great job and like the above, may have the potential to move on to another role, however, does not have the aspirations to change their role and wants to focus on being the best they can in their current position. All high performing organisations need key contributors to succeed.

An Emerging Talent would be someone who has the potential and aspiration to move into a bigger role however still has development opportunities available in their current position e.g. they demonstrate that they're competent in the majority of their role, however they may still be developing their skills in a particular area or and yet to demonstrate they consistently apply all of their job and processes, such as Finance, HR or Health & Safety as part of their role.

For someone in a new role, their core focus is to learn and demonstrate they are the talent the recruiting manager believed they were when they were offered the role. This could also include someone who has recently been promoted from being a high performer in their previous role. Irrespective of their background, it's too soon to tell whether the individual has the drive, skills and ability to progress further.

How do you gauge potential?

If an employee has career aspirations for roles at a higher level, potential can be difficult to measure. You can ask key questions related to an employee's character, capability, performance (i.e., do they constantly perform well in their substantive role and to the expected level or higher?).

When considering potential, does the individual:

- Welcome opportunities for learning and development?
- Own their PDP (Personal Development Programme) (Is there evidence of this in their PDP and how is this evaluated?)
- Demonstrate flexibility and motivation to move into a job that might be different than any that currently exist?
- Is aware of broader Council perspective, wider than their job currently requires?
- Have the potential to perform at a higher level, in a different position or take on increased responsibilities within the next year? (consider the person's ability only, not whether there is a position available to support this growth)
- Have the potential to perform at a higher level, in a different position, or take on increased responsibilities within the next 18 - 30 months? (consider the person's ability only, not whether there is a position available to support this growth)
- Have the potential to learn the additional skills and behaviours required to enable them to perform at a higher? If yes, how long would this take and what would this entail? (the employee should add any need in their PDP)
- When would the employee be ready for a promotion? i.e., immediately, within the next 12-18 months, 18 – 30 months or a longer period? (Is there evidence in their PDP's and objectives that they are demonstrating the determination to match their aspiration?)

The results of the talent grid:

The important thing is not where you are on the grid but what actions can be taken to help you develop as a result of your position on the grid. The following actions should be taken based on each position:

High Potential

Structured development plan and actions for the individuals to develop into bigger roles.

Developing/emerging talent

Structured development plans and activities to develop the employee into a broader role or even a bigger role which me over a longer timeframe (some development activity may be shared with high potential group).

Key Contributors

Individualised development plans focussing on enhanced contribution in existing role

Developing performance/New Role

Individualised development/improvement plans focussing on enhanced contribution in existing role.

For further guidance email hr@darlington.gov.uk