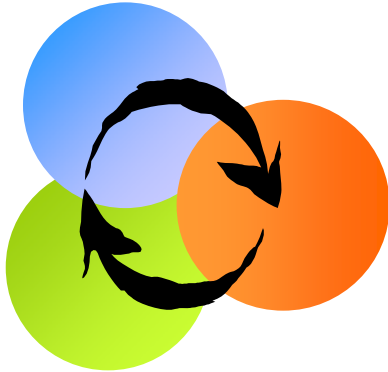




## TALENT MANAGEMENT

# Process Guide



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# **Talent Management Process Guide**

## **WHAT IS TALENT MANAGEMENT?**

The 'talent' in an organization is the current employees and their valuable knowledge, skills and competencies.

Talent management (or succession management) is the ongoing process of analyzing, developing and effectively utilizing talent to meet business needs. It involves a specific process that compares current talent in a department to the strategic business needs of that department. Results lead to the development and implementation of corresponding strategies to address any talent gaps or surpluses.

## **WHY IS TALENT MANAGEMENT IMPORTANT?**

Talent management has been identified as a key strategy for addressing a number of critical Human Resource issues in the Nova Scotia Public Service such as; the aging of the workforce and associated increasing retirement rates, tight labour markets, limited competitiveness, fast-paced changes in work, and the need for a diverse workforce at all levels. Talent management has therefore become a corporate and departmental priority as identified by Deputy Ministers and the Corporate Human Resources Plan.

The implementation of a talent management process that is transparent and equitable is expected to create an environment for people to develop their skills in preparation for a range of future possibilities thereby preparing the workplace for changing roles.

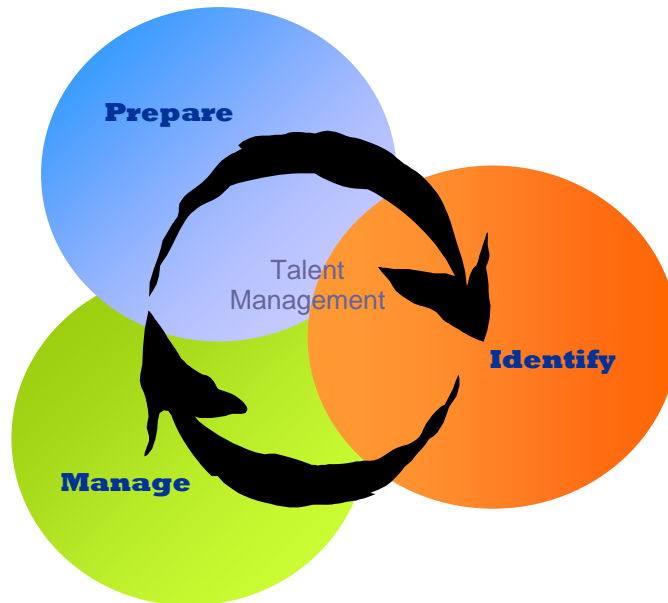
Specifically, the talent management process provides benefits to employees, managers and the organization:

- Employees develop and communicate their career paths
- Managers and senior management develop a greater knowledge of the talent in their organization
- Organizational HR Issues are identified and addressed such as: employee career development, youth and diversity goals and recruitment and retention problems in key roles

## HOW IS TALENT MANAGEMENT DONE?

There are 3 major stages to the Talent Management process in the Nova Scotia Government. Each stage has a number of activities that result in tangible outputs. Some activities will take more time and resources than others. All stages involve senior management, line managers and employees to ensure an open, transparent and honest process.

The talent management process relies on data provided by employees career development plans and once implemented, is an annual process that becomes a natural part of doing business.



**Important Note:** Once implemented, talent management is an annual process that becomes a natural part of doing business. As indicated by the diagram, the first stage need not be repeated in subsequent talent management processes.

### WHAT KIND OF SUPPORT IS AVAILABLE?

The HR Planning and Talent Management Team at the Public Service Commission is available to assist departments through this process by providing advice and tools such as educational materials, templates, samples and evaluation framework.

### Contacts:






Kenda MacFadyen, A/Sr. Consultant, Workforce Planning and Talent Management  
Katherine Noseworthy, Workforce Planning Consultant

# Stage 1 - Prepare

1

The objectives of this stage are to ensure that departments are ready to undertake the process and have the appropriate resources, context and materials to do so effectively. This stage is fundamentally a preparation stage but it is crucial to the success of the process. By completing planning, communication and resource allocation, stakeholders will be well informed to the purpose, logistics and outcome of the process. This stage may not need to be repeated in its entirety in subsequent every time as talent management becomes a part of doing business.

## STAGE 1 ACTIVITIES

1. Determine departmental readiness using associated tool. This will ensure that the department has information required to start the talent management process. For example, a lack of performance management in a department is a common readiness issue. Departments may spend some time increasing this function before beginning talent management. 
2. Address any readiness issues by developing and implementing strategies, as required.
3. Review strategic business needs with senior management. This may include departmental business plans, long-term strategies, the Corporate Human Resources Plan and operational priorities. 
4. Assign appropriate resources to the project. This often includes a talent management coordinator (and/or team) who will guide senior management through the process.
5. Review talent management process and tools, modifying tools to the needs of the department if necessary. These tools will include workshops material, templates and samples. 
6. Develop planning material such as a project plan and a communications plan. 
7. Make logistical and administrative arrangements for the next stage of the process, as outlined in the project plan. 



## OUTPUTS

Readiness score or feedback  
List of strategic business needs  
TM tools (Workshop materials, presentations, etc)  
Project Plan  
Communication Plan  
Logistical arrangements (bookings, schedules, etc)








 Tool Available

# Stage 2 – Identify Talent

2

The objective of this stage is to determine key positions and identify existing departmental talent. This is fundamentally an information gathering stage. By gathering relevant departmental staffing information, senior management can make more informed decisions when addressing talent issues.

## STAGE 2 ACTIVITIES

1. Implement communication plan created in Stage 1. This should involve at minimum introducing the process and encouraging attendance to career development workshops. 
2. Identify the key positions in your department. This is best determined by using a tool that incorporates HR Planning data, stakeholder input and other organizational data. 
3. Develop a skills and competency profile for each key position identified in the previous activity. This will identify the capabilities required for success in key positions. 
4. Present career development workshops for employees. These workshops will guide employees through the career development process encouraging completed career development plans that will be incorporated into the talent management review. 
5. Present coaching workshop for managers. This workshop should include how direction on how to talk to their employees about career development and their role in the talent management process. Managers should have meaningful career discussions with all their employees as a result of these workshops. 
6. Provide coaching to managers for talent review meetings. These meetings will introduce managers to the talent review process and discuss roles and responsibilities. 
7. Conduct talent review meetings at the supervisor/manager level. These meetings will involve discussing employee career plans, overall performance, skills and competencies, then confirming summarized talent data in a spreadsheet. Repeat as needed throughout the layers in the organization including a session with senior management. 



### OUTPUTS

List of key roles

Skills and competencies profiles




Overview of departmental talent (spreadsheet)

# Stage 3 – Manage Talent

3

The objective of this stage is to identify and address gaps between existing talent and critical business needs. This stage is the analysis and action stage of talent management where talent issues (such as recruitment, retention, leadership, diversity and career development) are identified and addressed. This is the stage where the solutions occur and where the value of the process is best demonstrated.

## STAGE 3 ACTIVITIES

1. Analyze department talent to key position requirements noting any gaps or surpluses. This is done by senior management and may occur in the talent review meeting or at another venue.
2. Analyze the department talent to other strategic business needs. Again, senior management should note gaps and surpluses and this analysis may occur in the talent review meeting or at another venue.
3. Develop a '**Talent Management Plan**' that includes strategies to address gaps between talent, key position requirements and business needs. These strategies are led by senior management and may involve other stakeholders. The plan may also include leadership maps, recruitment plans, retention risk mitigation, job redesign, additional training, etc. 
4. Communicate the results of the talent review meetings and analysis to employees. This would include a high level picture of talent gaps or surpluses, receipt of employees' career plan information and potential next steps.
5. Develop and communicate an implementation plan of the strategies developed in Activity 3. All stakeholders should be aware of the plan to address talent gaps or surpluses. This will include assigning appropriate resources to successfully implement the strategies. 
6. Implement strategies. This should be undertaken as best suits the business and strategic needs of the department. Employees should be kept updated on progress throughout the implementation.
7. Evaluate the process. This is an excellent opportunity to gather feedback to improve the process. Results should be incorporated into the next talent management process and should lead to greater success and continuous improvements. 



### OUTPUTS

Talent management plan

Talent management implementation plan

Evaluation of talent management process



Tool Available