



Now and Tomorrow, Excellence in Everything We Do

TALENT MANAGEMENT AT ESDC





Towards a Talent-Powered Organization

❖ Context

❖ Public Service working within:

- ❖ Unrelenting pace of change
- ❖ Increasing volumes and complexity of issues
- ❖ Rising Service expectations
- ❖ The speed of change requires doing things differently and doing different things – faster, better, smarter

❖ Talent Management part of Clerk's top three priorities

- “Need to recruit individuals with the skills and competencies we will need in the next era, and reinforce learning and development”

- Twenty-Second Annual Report submitted in March 2015

❖ Prime Minister's Advisory Committee on the Public Service

- A subject of enduring concern...is the importance of attracting, developing and retaining talent in the Public Service. This is one of the most important responsibilities of senior managers in every organization.... It is not only attracting the right people to the Public Service, at all levels, but also making the most of those who are there already through appropriate targeted investments in training....

- Ninth Annual report, March 2015

A decorative header image showing a row of light blue silhouettes of diverse people, including men, women, a person in a wheelchair, and a person with a stroller, representing a multicultural and inclusive workforce.

Towards a Talent-Powered Organization

- ❖ ESDC mandate included in top government priorities
 - E.g.
 - The Federal Budget 2014 and the Economic Action Plan 2015

- ❖ The Modernization Agenda identified in Blueprint 2020 identifies initiatives which will have a significant impact on how business is done at ESDC

- ❖ It is critical to ensure that we have the right people in the right job at the right time.

Why Manage Talent?

- Talent management is the bridge that connects the performance, potential and career aspirations of employees to the business needs of the organization.

Employee
Performance,
potential, career
aspirations



Organization
Workforce needs,
current and
future

- It occurs at:
 - The organizational level: the portfolio's capacity gaps are assessed and talent pools and opportunities are created to nurture talent to meet current and future organizational needs; and
 - The individual level: employees and managers discuss career and workforce gaps as part of the performance management cycle.



Talent Management at ESDC

Treasury Board Secretariat (TBS) DIRECTIVE

The TBS Directive on Performance Management for employees other than executives requires that, as of April 1, 2015, departments offer a Talent Management Plan to all employees who have received an over-all performance rating of “**Surpassed**” at the end of the 2014-2015 performance management cycle.

Approach at ESDC

At ESDC, all employees (excluding executives) with an overall rating of “**Surpassed**” or “**Succeeded +**” for the preceding performance management cycle are to be offered a Talent Management Plan.



NOTE: A talent management plan does not guarantee that all career aspirations and interests can be met and it does not replace the need to participate in staffing actions for job movement and promotional opportunities.

A horizontal row of light blue silhouettes representing a diverse group of people, including men and women of various ages and abilities, some using a wheelchair or a stroller. The silhouettes are positioned at the top of the slide, behind the title.

TALENT MANAGEMENT AT ESDC

- Standard, Integrated approach across the Department
- Defined roles and expectations and a structured review process
- Talent plans anchored on business needs/challenges (focussed on the skills, competencies needed to drive the business objectives) and not on any specific individuals



CONSIDERATIONS FOR MANAGING TALENT

1. Succession Management and Knowledge Transfer

- Some Questions to ask :
 - What are the leadership needs of my business unit/my organization?
 - What is the bench strength (level of readiness) in my pool of employees
 - What are the development needs?
- Instead of succession pipelines:
 - Leading to Nowhere
 - Narrow
 - Clogged
 - Rusty
- Consider **Portfolio-Based** approaches:
 - ✓ Assess your leadership needs that will lead to achievement of strategic goals of your organization
 - ✓ Identify current bench strength to meet leadership needs across the organization
 - ✓ Develop your leadership bench to prepare for a variety of futures, not just one, in order to hedge against uncertainties
 - ✓ Review the leadership team against strategic goals
 - ✓ Identify any upcoming departures which incur knowledge transfer needs



CONSIDERATIONS FOR MANAGING TALENT

2. Diversity and Inclusion

- Labour market participation of under-represented groups

3. Communication with employees

- Open and transparent communication key to keeping employees engaged

4. Talent Management Steps:

- Identify organizational needs
- Establish Talent Management Plans
- Monitor Progress through on-going dialogues
- Assess Results
- Workforce Planning
 - Ensure that lessons learned in the first year are taken into consideration to:
 - Identify organizational needs; and to
 - Develop strategies to manage talent of all employees

Benefits of Talent Management

Employees

- High performance recognized
- Enhanced communication with manager on career aspirations
- Identification and targeted support for professional development opportunities that contribute to organizational needs
- *NOTE : A Talent Management Plan (TMP) does not guarantee a future promotion. Employees are encouraged to continue to apply for opportunities through staffing processes.*



Managers

- High-performing employees identified
- Skill/competency gaps and impact to deliver on current or future business mandate identified in timely manner
- Productivity improved
- Right person in right job with right skills to support business needs
- More engaged, high-performing employees

Department

- Better understanding of talent bench strength and areas of expertise available in the workforce
- HR planning linked to workforce needs
- Greater alignment of employee development initiatives to organizational goals
- Enhanced business continuity and support for operational needs, shifting priorities, as needed

The more an organization matures in managing its full complement of talent, the more benefits it experiences

Roles and Responsibilities

Managers

- Understand organizational needs and priorities
- Explore employee's professional goals and career aspirations
- Develop, in collaboration with employee, a development plan to acquire/develop skill sets and competencies that support TM goals
- Share potential career development opportunities with employees
- Take the time to be a talent scout
- Promote open dialogue and contribute to employee reflection
- Track and monitor progress
- Provide ongoing feedback
- Manage talent corporately



Senior Management

- Identify organizational priorities to meet current /future needs through workforce planning
- Champion and communicate the importance of talent management
- Recognize managers who provide opportunities to develop their employees
- Monitor progress and make adjustments

Employees

- Own the career development process
- Critically self-assess performance and career aspirations
- Engage manager in ongoing career development conversations
- Develop, in collaboration with manager, a development plan to acquire/develop skill sets and competencies that support TM goals
- Be ready to make a personal investment in professional development
- Be open and responsive to feedback received
- Track and monitor progress

Section D vs. Section G in the PSPM App

Section D: Learning & Development Plan	Section G: Talent Management Plan
<p>1. Mandatory for all employees.</p>	<p>1. Must be offered in the “PSPM App” to all employees who have received an over-all performance rating of <u>Surpassed</u> or <u>Succeeded +</u>. Not mandatory for employees to accept the offer to have a TMP.</p>
<p>2. Captures specific activities for maintaining or enhancing the skills, knowledge and abilities needed for the employee’s current role and career progression. May include learning activities that are:</p> <ul style="list-style-type: none"> a. Mandatory job-specific b. Specialized job-specific c. Focused on career development 	<p>2. Captures specific goals, skills sets, and education for managing employee talent in line with organization’s current and future needs.</p> <p>Section D is still used for:</p> <ul style="list-style-type: none"> a. Mandatory job-specific training b. Specialized job-specific training
<p>3. Plan is agreed to and managed between the manager and the employee.</p>	<p>3. Plan is agreed to between the manager and employee and managed by management team.</p>

Both plans could include a range of informal and/or formal learning activities targeted at building capacity.

NOTE: Activities to address unsatisfactory performance are captured in an Action Plan rather than a Learning & Development Plan



Some observations at the start of our TM Journey at ESDC

- This year is key in determining the success of managing talent using the Talent Management Plans
- Important to follow-through with activities in the TM plans to build credibility in the process
- TM plans do not need to be complex or expensive but meaningful to employees and linked to business requirements
- Managers and Review Panels need to ensure all eligible employees with a succeeded+ and surpassed ratings have been offered a TM plan using the on-line system
- Tools and Resources constantly updated on Talent Management iService page: http://iservice.prv/eng/hr/pla/talent_management/mid-year_review.shtml
 - Includes information on learning styles for employees
 - Examples of Informal and formal activities



The Talent Management Journey continues!

