

## GETTING THINGS DONE

# Makes the most of emerging talent



### Talent Management

Talent management is a process that follows an employee from the moment a role or job is first identified as needed, all the way through to the person leaving the team or the department or the university. If each stage is attended to appropriately, there will be fluidity and flexibility as well as stability and energy in the system.

#### Talent acquisition

Do you know the recruitment process?  
Can you influence it?  
Can you make strategic argument for the job role?

#### Onboarding and engagement

Do you have an induction process which includes conversations about commitment to learning and opportunities to do so?  
Do you know what new staff's expectations of learning are?

#### Development

Do your staff have learning goals as well as task goals?  
Are there routes for promotion and/or development?

#### Performance management

Do you performance manage with learning and growth in mind?  
How do you think about risk and learning? Do you stretch yourself and your staff?

#### Succession planning

Who's going to leave? Who's going to stay? Who's ready for new roles?  
Are your team being trained up for their next role?

#### Workforce planning

What roles do you need to fill – now, soon, in the future. Are they clearly defined?





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### ACTIVITY



How confident are you in understanding each aspect of this process? What would you like to know more about and how will you do this?

Where can you get support to think about your team and how to manage their 'talent'? Do you have a peer manager in your department, or someone running a similar team in another department? Is there a key stakeholder who can help by giving you their perspective? Can your own manager help?

What is your greatest concern right now about the staffing of your team? What action do you need to take and who can you discuss this with? Who in HR may be able to support you?



Complete the Reflection sheet