

INCLUSIVE TALENT MANAGEMENT

INTRODUCTION TO THE STRATEGY AND IMPLEMENTATION

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Based on slides prepared by Grace Lovelady and Rebecca Edwards from the national ONF team



‘Equitably cultivating everyone's best potential for the benefit of the NHS, with Talent Management that leaves no one behind’

THE INCLUSIVE TALENT MANAGEMENT STRATEGY HAS BEEN:

- **CREATED BY YOU**
- **CREATED FOR YOU**
- **IS INCLUSIVE OF ALL OF YOU**



WHY IS IT IMPORTANT?

- Employer of choice
- Workforce is **diverse and representative** at all levels
- **Long-term career** with opportunities
- Talent **pipeline across all levels**
- Flexible use of the workforce with seamless **working across organisations**
- High **retention** rates
- Staff that are **happy and proud** to work in the NHS



TALENT MANAGEMENT JOURNEY TO DATE

2020 – 2021	One NHS Finance engagement conversation
Nov 2022	Talent Management workshop
Nov to Apr 2022	Development of Strategy
May 2023	Final strategy signed off
July 2023	Launched at One NHS Finance Leadership Summit
Sept to Dec 2023	Guidance re implementation and models for use Governance and reporting structure developed and agreed
Jan 2024	Letter to CFOs from Julian Kelly and update at all CFO meeting
Jan to Feb 2024	Working with Regional Boards re the reporting framework



KEEPING IT ACCOUNTABLE

A combined 'top-down and bottom-up' governance process was developed and agreed with the Regional ONF Boards which will co-ordinate reporting, allowing for at least annual progress updates to be provided to the Finance Leadership Council.

This means that annual talent discussions between CFOs and the ICB CFOs about their staff will take place, and then an annual report into the ONF Regional Board (or equivalent).

Advantages include:

- Regional & national talent and pipeline discussions re all staff and roles
- Support with recruitment and filling current vacancies and high-risk roles
- Discussions should support more opportunities for secondments and movement of staff across systems
- Identification at various levels of organisations and systems that require support to implement the strategy



OVERVIEW OF THE PROPOSED PROCESS

All finance staff to have an annual talent conversation, where possible separate to their appraisal



Organisation CFO has annual Talent Pipeline discussion / review with senior management team



ICB CFO has annual Talent Pipeline discussion with CFOs in system



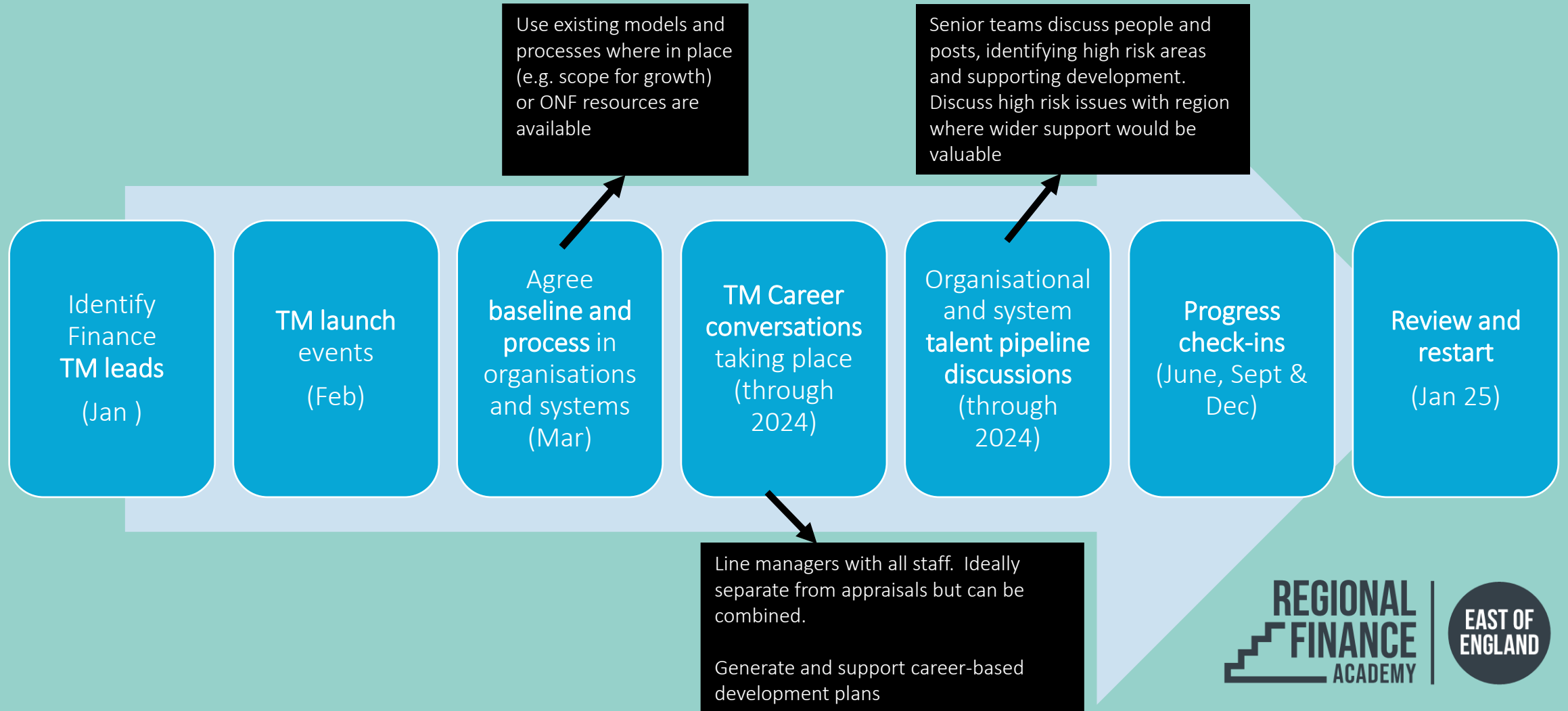
Regional FD has annual Talent Pipeline discussion and reports findings into One NHS Finance Regional Board (or equivalent)



Regional Boards report progress made against Talent Management Strategy into NFA FLG, to be reported onto FLC within an annual strategy update



EOE TALENT MANAGEMENT CYCLE 2024



THE ONE NHS FINANCE TALENT MANAGEMENT MODEL

We are recommending the following approach:

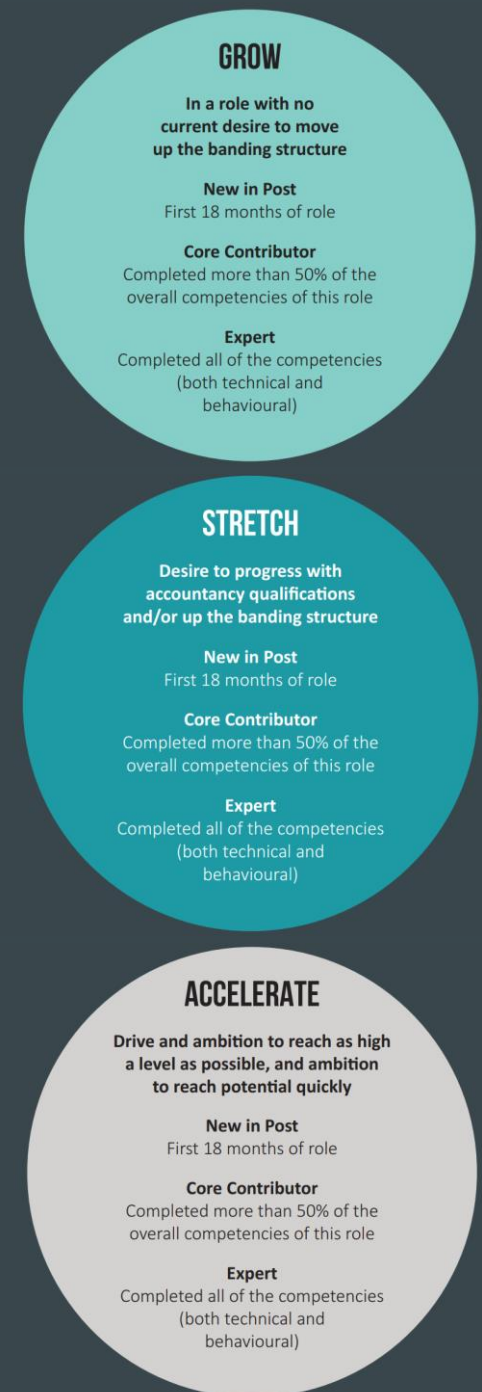
- **Grow** – Individuals in a role with no current desire to move up the banding structure
- **Stretch** – Individuals with a desire to progress with accountancy qualifications and/or up the banding structure
- **Accelerate** – individuals with drive and ambition to reach as high a level as possible, and ambition to reach potential quickly

These 3 groups are then further broken down into:

- **New in post**
- **Core Contributor**
- **Expert**

The Talent Management guide includes suggestions for development at each level.

This model is recommended rather than mandated, please use your organisational model where this is in place and working well.



Phase	Task	Responsibility	What is required	End Date
Approval	Process agreed by Academy Board	Academy		31/12/23
Start	Organisational Talent Management leads agreed	DOFs	TM contact name to Finance Academy	31/1/24
Kick off	TM leads aware of responsibilities and timeline.	Academy/TM leads	All TM leads briefed (via workshop or directly by academy)	28/2/24
	Wider finance staff aware of the process	Academy	Awareness session at the EoE finance conference.	
	Sample paperwork available for local adaptation	Academy/ONF	Talent Management page on academy website	
Agree baseline & process	System TM groups meet to agree process and baseline.	ICB DOF	Confirm system group in place and baseline information shared.	31/3/24
	Baseline data shared: <ul style="list-style-type: none"> Staff numbers and structure for each org Current vacancies PDR processes and how TM will fit within it. 	TM leads	Confirm process agreed within each organisation and system	
		System TM lead	System to share agreed process and paperwork with Academy to create regional bank.	
Action	TM conversations held between managers and <u>staff</u>	All staff & line managers	Line Managers holding annual career conversations with all staff	Check in 30/6 30/9 31/12
	Organisational talent pipeline discussions with DOF and senior staff.		Organisational TM pipeline conversation (at least annually aim for quarterly)	
	System meetings held to discuss senior and <u>at risk</u> posts	ICB DOF	System pipeline discussions taking place (aim for 2 in the year). Feed through any significant issues for regional discussion	
	Report on progress in each organisation and system	TM leads	Report on % of TM conversations held with individuals (aiming for 95% over the year) and number of pipeline discussions.	
Regional/national reporting	Report to Regional finance academy board on progress for upward communication to NFA/FLC	Academy	Report on baseline and initial progress Report on progress to date	31/7/24 30/10/24
Review and restart	Review process from 2024 and commence round 2.	Academy with TM leads	Make any adjustments to the process	31/1/25

ROLE OF THE TALENT MANAGEMENT LEAD

MINIMUM REQUIRED.....

- Familiarise yourself with the strategy
- Ensure your organisation agrees a model and process
- Share process & baseline info in your system
- Ensure line managers know what is required (career conversation with direct reports resulting in action plan, pipeline information captured)
- Assist DOF and senior team in holding pipeline discussions
- Monitor & report on progress (quarterly)

TO TAKE THIS FURTHER...

- Be part of a system talent management group
- Organise training for your line managers and staff
- Schedule regular updates at team meetings
- Share best practice paperwork within your system or across the region
- Feed the development needs resulting from the career conversations to your FSD lead/finance academy
- Take part in a regional network group for talent management leads



FOR ALL STAFF AND LINE MANAGERS

WHAT YOU NEED TO DO

- Familiarise yourself with the strategy
- Find out who is your finance talent management lead
- Book annual career conversations with line manager and direct reports in line with your organisational process
- Ensure talent conversations are documented and actions are added into personal development plans
- Provide information on all roles and individuals within your team for the talent pipeline conversations

TO TAKE THIS FURTHER...

- Ensure you prepare well for the career conversations. Look at the model in place in your organisation and think about where you fit.
- Review your skills against current and potential future roles using the curriculum assessment tool
- Actively support your direct reports to access their development needs



Questions?

WHAT ELSE DO YOU NEED?

ANY GROUPS OR COMMUNICATIONS?



RESOURCES

[Talent Management strategy](#)

[Talent Management detailed implementation guide](#)

[Talent Management resource bank](#) – contains pipeline examples and proforma

[Behavioural and technical competencies](#)

[Curriculum self-assessment tool](#)

[One NHS Finance National development programmes](#)

[Finance Academy Training and Development One stop shop](#) (easy access to local courses)

[Coaching, mentoring and sponsorship](#)