

<p style="text-align: center;"><b>STRATEGIC DISCUSSION PAPER</b> <b>March 2020</b> <b>Career Development, Talent and Succession Planning</b></p>
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### **Introduction**

The Council is currently undertaking a range of initiatives, both structured and organic, which contribute towards our organisational development. Career Development and Talent & Succession planning form a major part of this.

This can be challenging due to the need to ensure we remain objective, fair and avoiding bias in the way we recruit and select.

### **What steps are we taking?**

#### **Regular Performance Reviews**

Regular performance review discussions are an integral way for employees and managers to discuss all aspects of career and personal development. The 2019 Career Development survey showed 73% of those in grades 7-9 middle managers, felt that their manager regularly discusses Career Development. We need to ensure that all members of staff get the opportunity to have that discussion, to make this easier during 2020, the form has been amended to highlight that discussion.

#### **A range of development opportunities**

We have a core list of essential learning on our Learning Management System, that Managers must complete in line with NHDC policies, if existing or potential Managers would like further development outside of this, then we would work with them to facilitate the best learning solution. For example, signposting people towards professional qualifications or bespoke solutions (such as ILM or Solace), in-house management fundamentals programme (for prospective or new managers). Our ethos is to encourage people to take responsibility for their own personal and career development and support them in that process.

#### **Coaching and Mentoring**

We use Coaching and Mentoring as an additional tool to support personal and career development, this is often directly related to people equipping themselves with the knowledge and skills for future roles. Recent examples of this have included developing a more strategic perspective and political sensitivity. Mentoring is used both to support new managers and throughout the organisation to ensure we share existing knowledge and experience.

#### **Personal Development Programme**

We have several personal development eLearning modules available in addition to this, we will also be running a series of workshops over the coming year:

- Developing personal awareness and confidence
- Career planning
- Personal organisation and time management

## **Service Area Succession Planning**

To ensure that we have managers and leaders with appropriate skills for the future, we have various succession planning arrangements. Many of these are specific to your service area, such as acting up arrangements, opportunities to work on projects, shadowing etc. secondment opportunities sponsoring work related qualifications.

Service Directors will be discussing succession planning on a regular basis at their Directorate Team meetings. Equally the Leadership Team, meetings will regularly discuss the succession for the most senior roles in the Council.

## **Career Development Survey 2019**

During 2019 the whole of the workforce was invited to take part in a career development survey. There was an excellent response rate and some of the findings are listed below.

In carrying out this survey we emphasised that we appreciate some staff are satisfied staying in their current role and the Career Development survey was not intended to make people believe they are being pressured to seek career development, although we are committed to ensure that we encourage all staff to continue to develop, both personally and within their current role. Interestingly the proportion of men and women that are satisfied staying in their current role was equal at 45%. The percentage of people satisfied staying in their current job role increases with age:

- 18-24: 25%
- 25-34: 30%
- 35-44: 36%
- 45-54: 52%
- 55-64: 58%
- 65+: 100%

Those working full time felt that sponsoring work-related qualifications was the most important measure to develop their career, whilst for part-time staff; the most important measure was positively considering secondment opportunities.

Those that wanted to develop their career were encouraged to leave their contact details for the L&D team to follow up. A good number of staff did do that and all of them received a follow up discussion.