

Guide to talent management for managers.



South Western
Ambulance Service **NHS**
NHS Foundation Trust

**WORKING
WONDERS**
Aspire.

Our Behaviours

When we are professional, compassionate and demonstrate integrity, we will deliver higher quality services to patients and ensure that our people develop the right skills and behaviours to provide the right care, in the right place and at the right time.

PROFESSIONALISM

By taking responsibility for our actions and having pride in our work.

- Good judgement in each scenario
- Courteous with exemplary manners
- Confidentiality
- Listening with grace
- Reliable and punctual
- Commitment to maintaining professional expertise

COMPASSION

With our patients and each other.

- Supportive, valued and included
- Respect for each other
- Commitment and wisdom to act
- Personal touch in all our interactions
- Responsibility to see things through

INTEGRITY

Demonstrating a consistency in our words, deeds and duties.

- Trustworthy behaviour
- Honesty
- Putting 'we' before 'me'
- Being disciplined by remaining dedicated and self-controlled, even when challenged
- Our personal integrity will build our team integrity

Our **3** stage approach to talent

In its simplest form, talent management is the way in which we will identify, attract, develop and engage with our people. As part of this approach, our aim is to create a pipeline of future talent with the capabilities, commitment and behaviours needed for our current and future organisational success.



Step 1 – Identify Talent

Individuals who exceed in their career conversation will be considered to join the talent pool.

In determining whether an individual should form part of the talent pool, the Senior Manager should review the outcomes of the career conversation and consider the evidence of exceeding performance against the behaviours and following criteria.

Ability

- Effectively manages ambiguity
- Consistently exceeds expectations
- Demonstrates cognitive abilities to solve problems creatively and uses sound judgements to make decisions
- Calculates risks and manages them
- Is receptive to diversity of thought or challenge

Impact

- Is self-aware and considers impact of behaviour
- Communicates and collaborates with influence
- Promotes equality and value of diversity and encourages inclusive behaviours
- Demonstrates personal credibility and integrity

Drive & Motivation

- Performs well under pressure
- Identifies and engages with the future direction and organisational goals
- Is open to continuous learning, innovation and new ideas
- Focuses on quality to drive performance and accountability and achieve results
- Demonstrates energy and tenacity

Step 2 – Review Talent

	Emerging Leaders	Aspiring Top Leaders
Reviewed by	Head of Operations/Department HR Business Partner Learning & Development Manager	Executive Director Team
Frequency of Review	Twice a year	Twice a year
Purpose	<p>To consider opportunities for those in pool (acting up/secondments/extra responsibilities/conferences or courses)</p> <p>To consider if any identified development needs or aspirations meet corporate objectives and demands</p> <p>To consider whether the talent is representative and whether targeted initiatives are needed to address any shortfall in talent from particular groups</p>	



Step 3 – Manage Talent

Emerging Leaders	Aspiring Top Leaders	Both Talent Pools
Acting Up duties	External academic education e.g. Masters	360 degree feedback
Project work – resolving a local issue or problem and presenting upon it	External programmes, e.g. NHS Leadership Academy	Mentoring
Attachments and placements within departments across the Trust	External attachment or secondments to NHS partners or industry	Involvement in Trust projects and programmes of work as directed by Executive Directors
Access to corporate and external programmes of education and training, relevant to personal development plan	Use of external development opportunities, Windsor Leadership Trust, OXFAM challenge	Action learning sets and online resources
Shadowing	Rotation and attachment across the Trust	Site visits to corporate partners or other Trusts
Undertaking activities outside normal work tasks, such as acting as a welfare volunteer	Attendance at Development Centres	Present at a meeting or conference
Conduct research	Exploring corporate problems with peers in the programme	Community or charity work
Become a subject matter expert in a topical area and advise staff accordingly	Corporate project work	Act as a tutor or mentor

