

NHS Wales Succession Planning and Talent Management cycle

Fact-finder

Firstly, it is important to understand at what stage locally your organisation is at in its talent journey.

Each organisation will be at different stages of their talent journey. However, in order to be able to assess the level of which you need to implement the talent management plan, the below discussion points for succession planning and talent management can help you start asking the much-needed questions.

Your organisational Strategic talent plan is a great place to start in identifying current and future challenges within your organisation.

If your Strategic plan isn't as in-depth as required, the below can help start conversations within your organisation around succession planning and talent management.

The answers derived from the NHS Wales succession planning and talent management discussion points will form the basis to decide your starting point.

The aim is to give you a greater understanding of the current situation locally in order to develop your succession plan and talent management journey.

Succession planning and talent management discussion points

- 🔗 What is happening inside and outside of your organisation with the workforce right now?
- 🔗 What is happening inside and outside of your organisation with the workforce in the near future?
- 🔗 What is happening inside and outside of your organisation with the workforce in the distant future?
- 🔗 What is your current talent management process?

Does your organisation follow any of the next seven stages of talent management?

- 1. The recruiting process.**
- 2. The hiring process.**
- 3. Professional development.**
- 4. Team member engagement.**
- 5. Performance management/development of team members.**
- 6. Team member recognition.**
- 7. Succession planning.**

- 🔗 Which department is currently responsible for employee reviews?
- 🔗 Which department monitors performance?
- 🔗 Which department is responsible for maintaining workforce metrics?
- 🔗 Which roles are difficult to recruit into?
- 🔗 What do you consider business critical roles?
- 🔗 What are the recruitment timelines for senior roles within the organisation?
- 🔗 What percentage of hires into senior roles are external?
- 🔗 How much notice is currently given for people leaving senior roles (for example employees who are retiring?)
- 🔗 How diverse is your workforce?
- 🔗 What is the average age of your current workforce in senior roles?
- 🔗 Would a talent management plan benefit your organisation from the above questions?
- 🔗 Are you currently linking your local talent management processes to local retention plans?

Understanding the above criteria will enable you to understand roles and responsibilities for your succession and talent management plan and who to engage at each level of the deployment of the plan.

Answers to the above questions can be used to engage your board and talent leads across the organisation.

The use of the national NHS Wales succession planning and talent management tools can help with forming your talent board, talent strategy and succession and talent management plan.