

### 3. COMPETENCY-BASED TALENT MANAGEMENT

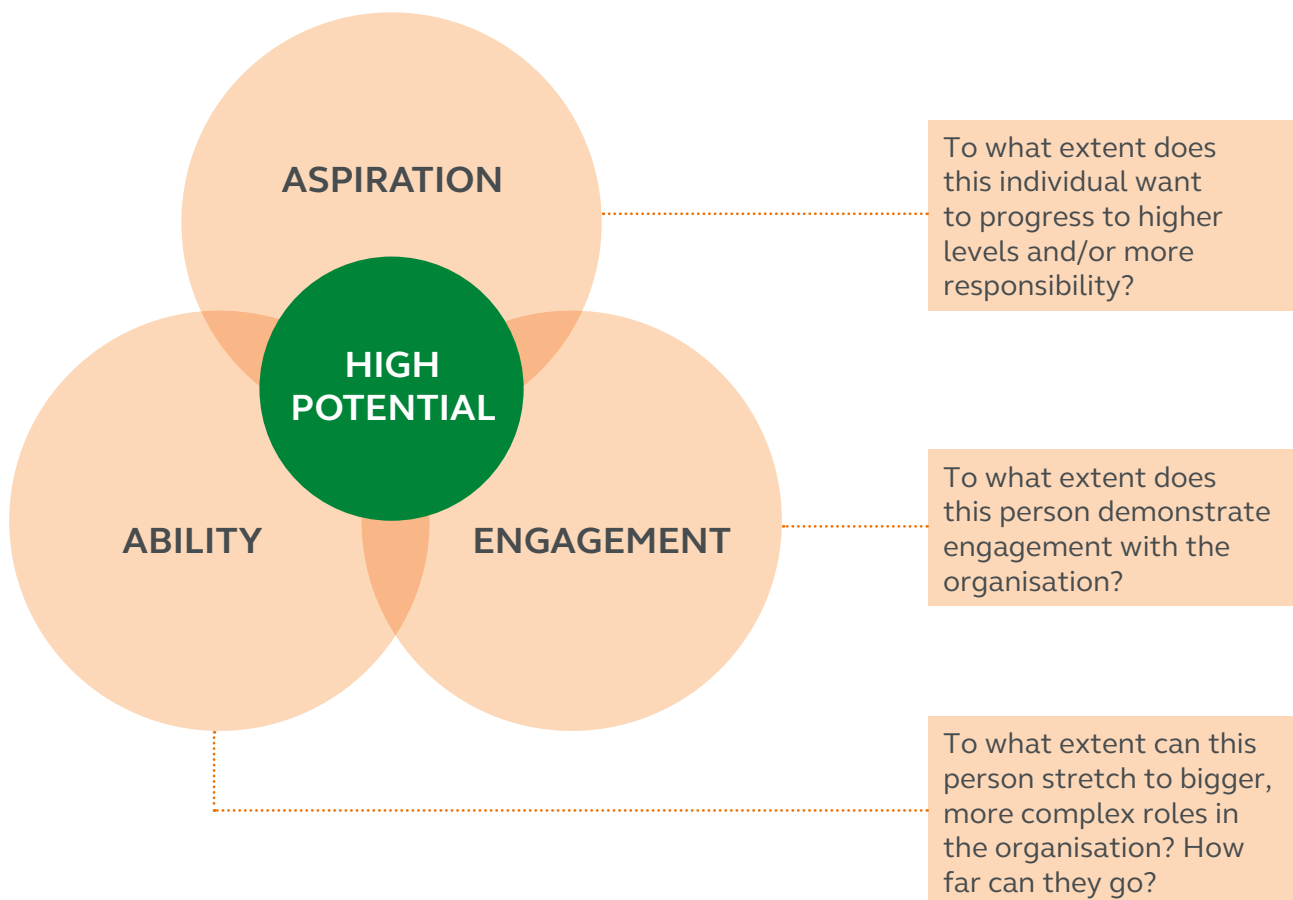
This template has been produced to show where competencies might assist within a talent management system.

Talent management seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation. By managing talent strategically, organisations can build high performance. Working on the basis that it is not only important to assess *what* an employee has achieved, but also *how* this has been achieved, a talent management framework working in conjunction with a competency framework will provide a holistic overview of current performance and potential.

The competency framework, in conjunction with the job description and the self-assessment tool, can be used to assist you to get to know your team's current performance. It can also help you make some judgement on future potential, identify the areas for growth, and how it relates to aspiration, ability and engagement.

#### Framework for assessing potential

High potential individuals have the ability and aspiration to succeed and be highly engaged.



A competency framework can be used to guide the discussion, provide evidence and set out aspirations in each area.

**Table 1: Using the competency framework – questions to assess performance and potential**

	Criteria	Questions	Possible sources of evidence – use the competency framework as a guide
Potential	Current performance	<ul style="list-style-type: none"> <li>• Does this person have a track record of delivering results both within the organisation and elsewhere? Consider what they have delivered as well as how</li> <li>• Is their behaviour consistent with our values and standards?</li> </ul>	<ul style="list-style-type: none"> <li>• Interim performance review, feedback and annual performance review</li> <li>• Self-assessment</li> <li>• CV</li> <li>• On-the-job observation</li> </ul>
	Aspiration	<ul style="list-style-type: none"> <li>• To what extent does this person want to progress to higher levels and/or more responsibility?</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions with individual on their career plans and goals</li> </ul>
	Ability	<ul style="list-style-type: none"> <li>• To what extent can they stretch to bigger, more complex roles?</li> <li>• What are their strengths and will these support future progression?</li> <li>• How able are they to learn from experience and deliver in new or changing situations?</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions with individual</li> <li>• Stretch objectives set with individuals</li> <li>• Observation on ability to learn and apply new learning</li> </ul>
	Engagement	<ul style="list-style-type: none"> <li>• To what extent does this person demonstrate engagement within the organisation? How is this demonstrated?</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions with individual</li> <li>• Observations on how engaged they seem, e.g. commitment, discretionary effort, intent to stay</li> </ul>

This assessment will then inform where individuals might be plotted on the 9 box matrix.

**Table 2: Potential and performance matrix**

Potential	High upward potential	<p>Enigma</p> <p>High potential to advance further, but action is needed to address performance concerns or poor fit between individual and role</p> <p><b>Development focus:</b></p> <p>Aim to improve in current role or reassign roles</p>	<p>Growth employee</p> <p>Has the potential to take on larger or more developmental roles within next 2–3 years</p> <p><b>Development focus:</b></p> <p>Prepare for a future role</p>	<p>Future leader</p> <p>Has the potential to take on larger or more developmental roles within next 1–2 years</p> <p><b>Development focus:</b></p> <p>Prepare for a future role</p>
	Potential growth	<p>Stay in role</p> <p>Not ready for a change, e.g. good fit with current role, continuing to grow in role</p> <p><b>Development focus:</b></p> <p>Aim to improve in current role</p>	<p>Core employee</p> <p>Has the potential to take on larger, more senior roles within next 3–5 years</p> <p><b>Development focus:</b></p> <p>Prepare for a future role</p>	<p>High impact performer</p> <p>Has the potential to take on larger, more senior roles within next 3–5 years</p> <p><b>Development focus:</b></p> <p>Prepare for a future role</p>
	Develop at current level	<p>Under-performer</p> <p><b>Development focus:</b></p> <p>Use a performance, not developmental, approach</p>	<p>Stay in role/effective</p> <p>Not ready for a change, e.g. good fit with current role, continuing to grow in role</p> <p>Subject matter expert who has reached career potential</p> <p><b>Development focus:</b></p> <p>Aim to improve in current role</p>	<p>Sideways move/trusted professional</p> <p>Able to take on different responsibilities with similar scope; may have reached career potential in terms of level, but not scope</p> <p><b>Development focus:</b></p> <p>Consider ‘stretch’ assignments</p>
		Below expectation	Meets expectation	Exceeds expectation

From this mapping, the grid below can be used to plot programme-, team- or organisation-wide talent, provide a snapshot of where the current and potential talent currently exists, and where appropriate interventions can be included in an organisational learning and development plan to support development. This might include career coaching conversations, provision of coaching and mentoring or more formal training. This information will also inform a succession plan and help identify who might be ready for a career move and when that might be.

**Table 3: Potential matrix template**

Plot your people on the matrix based on the questions in table 1

Potential	High upward potential			
	Potential growth			
	Develop at current level			
		Below expectation	Meets expectation	Exceeds expectation