Imperial College Talent Development Strategy

1. Mission statement

As a world-ranked university, Imperial College staff are recognised for their excellence in a wide number of fields. The aim of establishing an organisation-wide talent management process is to provide Imperial with a focus for investment in staff, building on existing provision and contributing to the creation of a high-performing workplace.

The aim of this Strategy is to:
- Support Imperial’s Mission, Values and Strategic Plan;
- Build on existing Learning and Development provision, and complement College policies and procedures, particularly the Personal Review and Development Planning process;
- Contribute to the succession management agenda;
- Increase diversity at more senior levels in the organisation;
- In line with Imperial Expectations, place a clear responsibility on all managers across Imperial for the identification and support of talented staff at all levels;
- Provide a talent development framework for Imperial College staff;
- Involve individual staff more explicitly in the planning, monitoring and evaluation of their own development;

2. Clarification of terms

In order to reach an agreed understanding of the concepts involved and for the purposes of clarity:

- ‘talent’ – the individuals who can make a difference to organisational performance either through their immediate contribution or in the longer-term by demonstrating their potential;
- ‘potential’ - someone who shows the aspiration and engagement, as well as the commitment to their own development that indicate their ability to contribute effectively at a more senior level within the organisation;
- ‘talent management’ – the systematic identification, development, engagement and deployment of those individuals with high potential who are of particular value to the organisation;

3. Goals

The goals of the talent development frameworks are as follows:

- To identify those staff with the potential to fill key leadership roles in the future;
- To demonstrate to participants that the College values them and is committed to developing them over the long term;
- To broaden the experience, awareness and aspirations of participants;
- To help participants both increase the value they are adding in their current roles and develop their leadership and management capability for future roles;
- To see graduates of the scheme applying for and moving into more senior roles.
- To retain individuals who have participated in the programme;
- To create an active and supportive cohort of programme alumni;
4. Responsibilities for implementing the Talent Development Strategy

**Line Managers/ Heads of Divisions and Departments** are responsible for:

- Proactively developing the talent within their teams and developing succession plans;
- Identifying those staff who have the potential to benefit from one of the talent development programmes;
- Supporting them, and facilitating their ability to balance priorities of current workload and programme participation;
- Working with them after the 9-month programme to identify further options, including secondments and project-based activities even where these might take them away for some of the time from their current workplace.

**Individuals** are responsible for:

- Reflecting on their work and future career aspirations in order to assess the extent to which they might benefit from a talent development programme;
- Once accepted onto a Programme, discussing with their manager and colleagues how best to manage their time and balance priorities in order to maximise the opportunities of the Programme and the electives;
- Applying new knowledge and skills in their current role;
- Taking advantage of the learning and networking opportunities of the Programme both in the initial 9-months and afterwards.

**The Talent Development Function** is responsible for:

- Putting in place appropriate systems for identifying talented staff;
- Leading the design and delivery of targeted talent development programmes;
- Building on senior staff and line manager engagement with Imperial Expectations to ensure ongoing commitment to organisational approaches to talent management;
- Working in partnership with the Learning and Development Centre and the Equality and Diversity team to ensure talent development programmes align with, and build on, current provision;
- Monitoring and evaluating the effectiveness and impact of talent development programmes and processes both at individual local and organisational level;
- Tracking the performance and progress of participants and ‘alumni’ of the programmes;
- Working in partnership with departments and divisions to support the ongoing development and possible deployment of participants and ‘alumni’ of the programmes;
- Continuous review of talent management processes to ensure that organisational requirements are still being met in the light of changing business priorities.

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