

POLICY AND PROCEDURE MANUAL

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5.20 TALENT MANAGEMENT STRATEGY

Policy Statement

To support St. Clair College’s mission, vision, values and strategic directions, the following Talent Management Strategy has been developed.

Recognizing that changes in critical are inevitable, St. Clair College has established a Talent Management Strategy to provide continuity in leadership, maintain operational stability and avoid extended and costly vacancies in key positions. St. Clair College’s Talent Management Strategy includes a succession plan that is designed to identify and prepare candidates for high-level management positions that become vacant due to a number of business related reasons such as growth, retirement, resignation, sudden and unexpected leaves.

Introduction

The College’s Talent Management Strategy includes, but is not limited to, the following activities and processes:

- Through the appropriate selection processes identified in College policy, select model College employees that fit St. Clair College’s organizational culture of collaboration, cohesiveness and Academic and Service excellence, and that have demonstrated superior potential.
- Provide efficient and effective staff orientation and ongoing development opportunities to staff that is reflective of both the needs of the College and the employees.
- Conduct performance reviews consistent with the Collective Agreements and College policy to ensure staff obtain direct feedback/mentoring on their performance, feel valued and important.
- Design and conduct staff recognition systems that acknowledge and reward staff in all constituent groups for their contributions.
- Develop clear job duties/descriptions so incumbents understand the skills, abilities, and experience needed to be successful.
- Conduct “exit” interviews to better understand why employees leave.

Talent Management Strategy is the systematic attraction, identification, development, engagement, retention and deployment of employees at St. Clair College.

This process aids in developing high potential employees for positions for which they have an interest and are well suited. This process ensures the “right” employee is ready to assume the “right” role at the “right” time.

To achieve this strategy, St. Clair College will develop and implement a succession plan.

Succession planning is the process of identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions which are instrumental to the success of business operations and objectives.

A strategic plan aids in ensuring that the College has a pool of highly skilled and talented employees available and ready to step into senior leadership and other critical roles should the need arise.

- A. Succession planning involves:
 - 1. Understanding the organization's long-term goals and objectives.
 - 2. Identifying the high-potential candidates and their respective developmental needs.
 - 3. Determining workforce trends and predictions.

- B. Succession planning is a systematic approach to:
 - 1. Building a leadership pipeline/talent pool to ensure leadership continuity
 - 2. Developing potential successors in ways that best fit their strengths
 - 3. Identifying the best candidates for categories of positions
 - 4. Concentrating resources on the talent development process yielding a greater return on investment.

- C. Succession planning recognizes that some positions are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. These key positions are identified and appropriately staffed, and candidates for succession recognized and provided with the tools they need to become future leaders of the organization. This strategy is critical to St. Clair College’s continued success by creating an effective process for recognizing, developing, and retaining top leadership talent. The ability to attract and retain people is one of the most critical enablers of growth.

- D. Succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. The plan should be re-assessed and revised annually through the workforce planning process.

Succession Planning Process

There are four phases to the Company’s succession planning process:

- 1. Phase 1: Identify Key/Critical Positions
- 2. Phase 2: Conduct Position Analysis
- 3. Phase 3: Develop Succession Plan
- 4. Phase 4: Monitor, Evaluate, Revise

Phase 1: Identify Key/Critical Positions

A position is considered key or critical if:

1. Organizational structure - The position is a key contributor in achieving the organization's mission.
2. Key task - The position performs a critical task that would stop or hinder vital functions from being performed if it were left vacant.
3. Specialized leadership – The position requires specialized or unique expertise (skill sets) that is difficult to replace.
4. Potential high turnover positions – Positions that are in danger of “knowledge drain” due to retirements or high turnover.

Phase 2: Conduct Position Analysis

Once key/critical positions and high turnover positions have been identified; the next step is to identify the specific skill sets that will be needed by each of these positions through the identification of key competencies.

Questions asked at this step include:

1. Why is this position key/critical?
2. What are the external and internal factors affecting this position?
3. How will the position be used in the future?
4. What competencies or skill sets will be required?
5. What are the gaps (competencies or skill sets not possessed by the current staff)?
6. What strategies will be used to address the gaps?

Phase 3: Develop Succession Plan

The succession plan is the culmination of Phases 1 and 2. This is where the reviews of the individual positions and high turnover positions are rolled into one document and gaps and strategies are formulated at an organizational or unit level. In this phase, the strategies to overcome the gaps are outlined to include target completion dates, responsible parties and required resources.

Phase 4: Monitor, Evaluate, Revise

Ongoing evaluation and adjustments are vital to effective succession planning. This plan should be reviewed at least annually to ensure that it does not run the risk of failing to meet goals or not having the ability to rapidly respond to unanticipated changes.

Identify “emergency” positions without successors.

1. Emergency positions are those where no successor is available or no successor with developmental potential exists.
2. Emergency positions are critical because the organization has already determined the key roles and future organizational needs. When a succession plan has a vacancy, the

organizational operations may be at risk in the event of a departure.

3. Where no successor exists, St. Clair College will need to consider external recruitment strategies and develop a recruitment plan and in the interim consider cross-departmental succession opportunities.
4. This situation can be beneficial in that it presents the opportunity for the organization to bring fresh and diverse talent into the organization.

In summary, succession planning is intended to provide the organization with the ability to meet future staffing needs by identifying viable candidates, and investing in their future with the organization by providing training and development and career advancement opportunities.

A well-developed and current succession plan is important in avoiding vacancies in key positions, assuring the stability of business operations, providing developmental opportunities and helping developing a diverse workforce.