

Talent and Talent Management: What's that all about?

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Do we want to just manage performance or enhance it?

Talent is a word that is bandied about in many organisations, but unless you're in a big corporate with sophisticated talent management programmes and all the management guidance and training programmes to support it, talent and talent management can mean many different things.

The Oxford English Dictionary's definition of talent is simply having a natural aptitude or skill. Prior to the 1990's, talent was mostly a label for stars in the entertainment and sports arenas, but it became increasingly used in the workplace during the 1990s. Management consultancy firm McKinsey & Co. conducted research into talent management practices and it became clear that, in a knowledge-based environment, the calibre of an organisation's talent was critical to its business success. The McKinsey studies went on to coin the phrase "The War for Talent", which described the challenge organisations face in attracting and retaining high calibre people as demand outstripped supply.

So, in a workplace context, talent is about the stars in your organisation, that is, those individuals with the right natural aptitude or skill – or in organisational language, the right style and competencies - to bring about business success. An organisation needs to have a clear view of the style and competencies it needs to bring about success in its own environment and it needs to ask itself important questions in this context about how to identify, develop and retain talent.

Talent management is simply a collective noun or an overarching strategy or programme that encapsulates all the people management processes related to the hiring, performance, development and retention of the most talented people available. It is about aligning these processes to identify talent, develop and reward it so that it may be retained for the long-term. Talent management is best linked to succession planning, which is the strategic identification of potential business and knowledge/technical leaders for future.

Talent potential looks at the individual's own motivations – their own career aspirations and intentions to develop. It considers the individual's capabilities as well as self-managing competencies, such as drive and resilience, as well as their personal strategies to achieve their potential.

At our HR conference on Thursday, 6 December, we have three experts who will share their insights on talent: David Lawton, business psychologist with Cubiks will focus on how to identify talent, and how to measure/assess it. Sarah Winckless, former British Olympic and World Champion rower and founder of Flint Performance Partners, will emphasise the importance of coaching to help talent achieve its potential. with finally Michael Rose, independent rewards consultant with Rewards Consulting, will share his experience on the role of reward in motivating and retaining talent.

In summary, talent simply refers to the "star quality" in your organisation. Identifying and defining that effectively can help attract the right people and help you make the right investment decisions to realise talent potential and retain talent in your organisation for the long-term.

HR Conference
Thursday

6

December

Booking your place is easy, simply either:

- Register at helmgodfrey.com
- Email Debbie Harcus at debbie.harcus@helmgodfrey.com
- Call Debbie Harcus on **020 7614 1004**

Pension Protection Fund (PPF) Levies



Employers struggling with the ever-increasing costs of final salary pension schemes will be glad to hear that the total amount of Pension Protection Fund levies for 2013/14 is expected to be held at a similar level to that for 2012/13. The PPF has, however, warned that future levy increases are inevitable if current economic conditions continue. It expects that increases of around 10% might be needed for 2014/15.

The PPF is the lifeboat for pension members of failed sponsoring employers and the next full review of the formula and parameters of the levies, which support it, is due before 2015/16.

Stakeholder Pensions

The requirement for employers to make available Stakeholder pension schemes to all employees has been removed from 1 October 2012 (when, for the largest employers in the UK, it is replaced by the automatic enrolment legislation).

Arrangements for employees already contributing to existing stakeholder schemes must continue, but need no longer be offered to new members. Otherwise, the requirements are removed for all employers now even though the auto-enrolment legislation may not apply to them for months or even years. Smaller employers will therefore actually enjoy reduced legislative requirements from now until their auto-enrolment 'staging date'!

Record-keeping requirements

Trustees of pension schemes should have made progress towards meeting the Pensions Regulator's requirements for improving the quality of their member data. Trustees' record-keeping should by now be more ship shape as targets need to be met by December 2012.

A record-keeping checklist can be found on the Pensions Regulator's website at: www.thepensionsregulator.gov.uk

Data Protection

Trustees and employers are reminded of the importance of fulfilling their Data Protection duties.

The Information Commissioner has fined a local authority in Scotland for not taking adequate care when arranging the transportation and disposal of old paper records. Pension scheme records were sent to a public recycling centre by a contractor employed by the council rather than being securely destroyed (Information Commissioner's Office, News Release: 11 September 2012). Although the work was outsourced, the council was held responsible for the failings as it had a duty to oversee and ensure the secure handling and disposal of data and obtain sufficient guarantees from any contractor.

Monitoring pension contributions

New draft codes of practice published by the Pensions Regulator intend to place a further burden on pension scheme trustees in the form of a duty to monitor employers' compliance with their auto-enrolment duties.

Extended contribution monitoring requirements are proposed together with reporting and whistle-blowing responsibilities.

Holiday pay



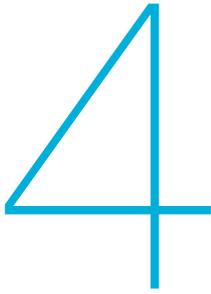
Until recently there has been uncertainty as to whether workers can accrue and take paid holiday whilst absent from work on long-term sick leave. In January 2009 the European Court of Justice made a ruling on holiday pay in the case of *Stringer v HMRC*. This ruled that employees will continue to accrue the right to 4 weeks paid holiday during any period of sickness absence and

that they must be allowed to take this holiday on their return to work or receive payment in lieu at the end of their employment. A claim may be backdated to 1998, which is the date the Working Time Regulations took effect.

Since this initial ruling there has been some case law, but no definitive answers. The most recent case being *NHS Leeds v Larner* which ruled that Larner was entitled to carry untaken paid holiday entitlement forward to the next holiday year without making a prior request to do so, which has been upheld by the Court of Appeal.

Employers need to carefully consider how they approach the treatment of holiday pay for employees on long term sick leave. Should you wish to discuss your options, please contact Helm Godfrey.

Breast Cancer Awareness



Over the past few months there have been a number of cases where examinations and even surgery under the care of the NHS have been called in to question:-

- Stafford Hospital breast cancer services criticised (BBC news 03/09/12)
- Incidences where those due a test have not attended their appointment
- Breast screening urged after 15,000 Devon women miss tests (BBC news 28/08/12)

Whilst the NHS undoubtedly offers a comprehensive service there clearly seems to be a gap between the perception and practice of care.

Early diagnosis is key in assessing and treating any form of cancer and no more so than in the case of breast cancer.

In 2009, 48,417 women and 371 men in the UK were diagnosed with breast cancer (Cancer Research UK), but how many went undiagnosed?

In 2007 over 2.5million women were invited for screening, yet 20% of those invited did not attend a screening (Cancer Research UK).

What more can be done?

Whilst screening is essential in assessing an individual's risk and will clearly help diagnose a current issue, awareness and education are key components in understanding and identifying the risk.

Employers have the potential to create an increased awareness by introducing, as part of an overall wellness programme, an employer sponsored or voluntary screening programme. In addition to a traditional examination a number of alternative options are now available, including assessing an individual's risk, tuition in how to be breast aware and how to self examine, a personalised breast screening programme and a complete clinical breast examination.

Should you wish to discuss the options further, please contact Ed Smtihson at Helm Godfrey.

0207 614 1026 or email ed.smithson@helmgodfrey.com

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