
Overview

This standard is about developing the talent within an organisation such that people at all levels of the organisation possess and develop the skills and knowledge that they need. It includes developing and communicating a talent development plan and developing and implementing talent development programmes, ensuring fair access to opportunities. It is for HR professionals who are involved in the development of organisational talent.

**Performance
criteria**

- You must be able to:*
- Plan talent development**
- P1 Determine development needs of current and future talent
 - P2 Develop a talent development plan in line with the established needs of the organisation
 - P3 Make sure that managers and employees understand the talent development plan and their role within it
 - P4 Develop business cases for talent development initiatives, including analysis of costs vs benefits
- Implement talent development programmes**
- You must be able to:*
- P5 Develop talent development programmes, recommending the most appropriate delivery channels and working with subject experts as appropriate
 - P6 Identify legislative changes that may impact talent development
 - P7 Advise and coach managers in the use of the organisation's talent development infrastructure
 - P8 Make sure that processes to manage identified talent engage managers and are used appropriately
 - P9 Deliver career management processes that are in line with the organisation's talent management principles and provide fair access to opportunities
 - P10 Support managers and individuals in developing realistic career plans
 - P11 Facilitate job transfers for individuals in line with their career plans and the talent management principles of the organisation
 - P12 Facilitate the development of 'talent cadres' within the organisation
 - P13 Support the development of 'talent cadre members, encouraging communication between them
 - P14 Make suggestions for continuous improvement of the organisation's talent management processes

Knowledge and understanding

You need to know and understand:

Plan talent development

- K1 The organisation's strategy, performance goals and drivers
- K2 The sector in which the organisation operates and the market factors that impact on its performance
- K3 The role of talent development in driving organisational performance
- K4 Sources of technical expertise and how to access them
- K5 How to assess current and future talent levels and determine development needs
- K6 How to create a talent development plan in line with identified needs
- K7 The value and benefits of making sure that managers and employees understand the talent development plan and their role within it
- K8 How to construct business cases for talent development initiatives

You need to know and understand:

Implement talent development programmes

- K9 How to select the most appropriate delivery channels for particular requirements
- K10 Sources of information on changes in legislation
- K11 How to develop and run a talent management process and the benefit of engaging managers in the approach
- K12 How to deliver career management processes that are fair and equitable
- K13 Methods used to develop realistic career plans
- K14 How to facilitate job transfers
- K15 The value of 'talent cadres' to an organisation and how to support the development of members

CFAHR5

Develop organisational talent

Developed by CFA Business Skills @ Work

Version number 2.0

Date approved December 2011

Indicative review date December 2015

Validity Current

Status Original

Originating organisation CFA Business Skills @ Work

Original URN CFAHR5

Relevant occupations 1135 Personnel, training and industrial relations manager; 3562 Personnel an industrial relations officers

Suite Human Resources

Key words Human resources; HR; HR strategy; organisational talent; succession planning; talent; people; development programmes