



Civil Service HR

Talent Management Guidance

Supporting Talent Management across the Civil Service

Version 1

April 2020



Talent Management Guidance

A key part of creating a brilliant Civil Service now and for the future is our ability to spot and nurture talent. This guidance aims to support all those involved in developing and championing talent.

There are two parts to this document. The first section sets out clear roles and responsibilities for all (including individuals, line managers, Senior Civil Servants and others who champion talent). The second section provides new tools and support for talent management and related activities.

**I want to see the
Guidance on Roles and
Responsibilities in talent**

**I want to see the
Tools and Support for
Talent Management**



Guidance on Roles and Responsibilities in Talent

This first part of the guidance sets out the roles and responsibilities of all those involved in talent management, and the activities for those who champion talent. It should be used alongside information on some of the [Tools and Support for Talent Management](#).

Take me to the section on...

...introduction

...individuals

...line managers

...Senior
Civil Servants

...Non-Executive
Directors

...Heads of Talent

...HR Directors

...members of
Civil Service
Talent



Introduction

Many people across government are supporting and championing talent. We need to work together to ensure that the Civil Service attracts, develops and retains talented people from a diverse range of backgrounds, to create a brilliant Civil Service now and for the future.

While there will rightly be a range of approaches taken to talent management across government, this document provides some guidance to **make clear the range of people who have responsibility in supporting talent.**

This part of the guidance sets out **roles and responsibilities for those working on talent activity right across government (see the key groups set out in the tabs above).**

See [Tools and Support for Talent Management](#) for more information on what is meant by talent management, on tools that you can use to support and nurture talent, as well as information on strategy and governance.

All civil servants have a role to play in talent management, whether for themselves, those they manage or their wider team, department, profession or function. See [Talent Management](#) (and tabs above) for the roles that different people play in championing talent.

Talent management activities will vary by department, function and professions, as well as across grades.

- At **Senior Executive Officer level and below**, talent management activities are at the discretion of departments or functions;
- At **Grade 7 and above**, there may be talent management activities in place in departments or functions, for example talent conversations and talent forums;
- At **Senior Civil Servant level**, there will be talent management processes in place.
 - For Deputy Directors, these are usually led by departments or functions;
 - For Directors, Directors General and Permanent Secretaries, departments and functions work with Civil Service Talent.



Who champions talent across government?

All civil servants have a role to play in talent management, whether for themselves, those they manage, wider teams, department, profession or function.

- **Individuals** are proactive in considering and addressing their own development needs to progress their career and their leadership;
- **Line managers** understand how to use talent management tools, hold regular career conversations and signpost opportunities to give individuals exposure, stretch and development to reach their potential;
- **Senior Civil Servants** put in place the structures to ensure that their organisation prioritises talent management to develop a diverse pipeline of talent at all levels;
- **Non-Executive Directors** work with senior leaders and HR Directors in departments and functions to develop a robust approach to talent management and, where necessary, provide challenge;
- **Heads of Talent*** work collaboratively across government to develop an approach to talent management that attracts, nurtures and retains high potential individuals with diverse perspectives and backgrounds;
- **HR Directors** ensure talent is an integral part of wider HR processes;
- **Civil Service Talent** works across government to develop a strong and diverse pipeline of leaders to shape the future of the Civil Service.

What is talent management?

Talent management helps to identify and nurture potential and develop individuals to meet their aspirations, the needs of the team, and the needs of the organisation.

- The focus is on **identifying individuals with the potential to progress** to senior roles, or more technical or specialist roles. This in turn helps to build a stronger pipeline to specialist or senior roles;
- The best talent management will **build individual capability**, as well as **building wider organisational capability**;
- Talent management differs from performance management in that it is **forward looking**. Performance management focuses on measuring the performance of employees based on metrics and feedback.

Activities related to talent management will include but are not limited to:

- [Talent conversations](#) and talent assessment using tools such as the [Nine Box Grid](#);
- [Succession planning](#);
- [Accelerated development schemes](#).

See [here](#) for more information on how to identify and support potential.

** We use the term 'Heads of Talent' to include talent leads and their teams.*



As an individual, you have responsibility to ensure that you are involved in the relevant talent management activities; focus on your development; and understand the opportunities available. These can include departmental, functional or professional activities and opportunities, and can vary across grades.

1. Participate in talent management activities

The talent management activities in your department or function might include:

- Ensuring you are having [talent conversations](#) with your line manager and/or mentor;
 - Discussing your position on the [Nine Box Grid](#);
 - Completing a [talent biography](#).
- At **SEO and below**, the above mentioned talent management activities *may not be mandated* by your department or function, but may be useful for you to consider.
- At **Grade 7 and above**, the above mentioned talent management activities may be in place in your department or function.
- At **SCS**, the above processes should be in place.

2. As part of your wider commitment to learning and development, consider what further support you might need for your leadership development

This might include:

- **Being proactive in seeking out opportunities** to address your development goals, which you have identified through talent conversations or other career conversations with your peers, line manager or mentor;
- **Considering leadership programmes or accelerated development programmes.** As well as the [centrally-run accelerated development schemes](#), departments and functions offer additional leadership and accelerated development programmes. Please speak to your manager to find out more about these;
- **Considering whether a [mentor or coach](#) might help** you to determine your career pathways and your development goals. You could also consider becoming a mentor or coach yourself;
- **Considering moves (including lateral moves)** to develop depth or breadth of knowledge, including in functions or professions and through loans and secondments. Job shadowing may provide you with an insight into roles available across the Civil Service, and help you determine your career pathways.



Guidance on Roles and Responsibilities in Talent

Introduction

Individuals

Line Managers

Senior Civil Servants

Non-Executive Directors

Heads of Talent

HR Directors

Civil Service Talent

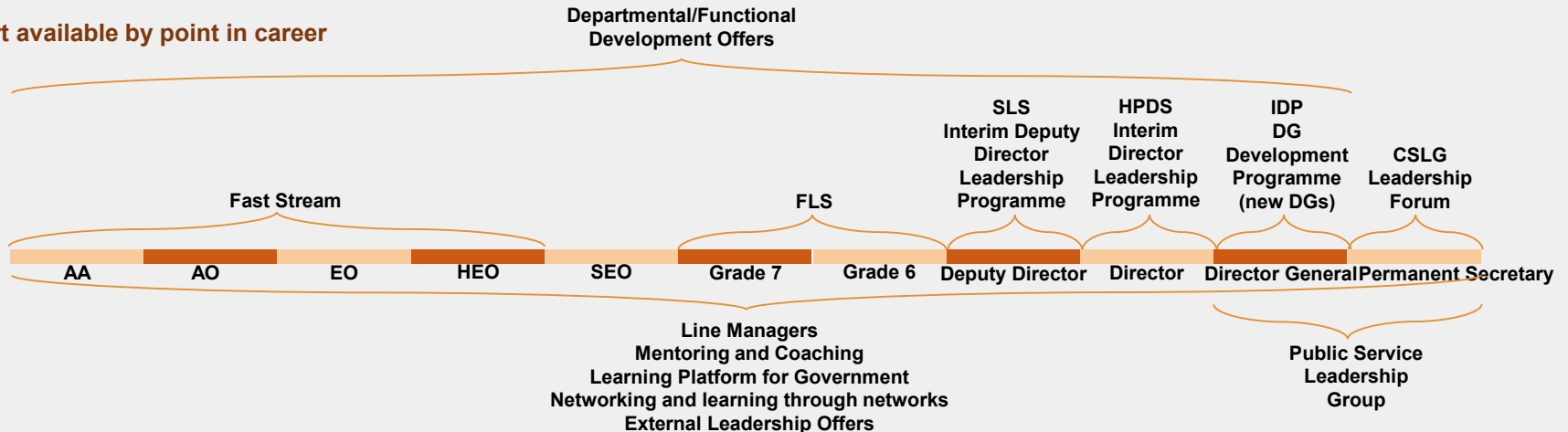
Roles

Support Available

See [Tools and Support for Talent Management](#) for more information on accelerated development schemes and leadership offers available, as well as for more information on how to have a talent conversation, how to access mentoring and coaching, and how and when to participate in departmental or functional talent management processes.

The below depicts some of the leadership and development offers that are available across Government. Departments, functions and professions also often have accelerated development or leadership programmes in place.

Support available by point in career





As a line manager, you have responsibility to get to know your team and guide individuals through your organisation's talent management activities, which can vary across grades.

1. Take an active role in getting to know your people, their potential career paths, their aspirations and potential

This might include:

- **Holding regular talent conversations** with employees and providing honest, constructive feedback on potential and development needs and, where appropriate, seeking advice from functional or professional leads;
- Encouraging your team members to **fill out talent biographies**;
- **Signposting career and leadership development opportunities**, including leadership programmes and accelerated development schemes, where appropriate, and encouraging development through training, mentoring and coaching;
- **Encouraging and facilitating moves (including lateral moves)** outside of the wider team or department to develop breadth and depth of knowledge. These could be in departments and functions, and through loans across the Civil Service and secondments outside the Civil Service.

2. Take an active role in departmental or functional talent management activities

The talent management activities in your department or function might include:

- Working with each team member to **identify the individual's placement on the Nine Box Grid**;
- Working with departmental or functional talent leads to **share your team's Nine Box Grid outcomes at talent forums** for particular grades, and **submit talent biographies**.

Talent management differs from performance management in that it is forward-looking. The focus is on identifying the leaders of the future with the potential to progress to senior roles, to build a stronger talent pipeline, and build organisational and individual capability. Departments and functions will have processes in place for performance management.

Please ensure you are aware of your departmental or functional talent team's contact details should you require further information on your departmental or functional talent related activities.

All line managers should undertake line manager training.



As a member of the Senior Civil Service (SCS), you have responsibilities for talent management in your department. You should promote and role model behaviours and opportunities to ensure a diverse pipeline of leaders in the Civil Service.

1. Take an active role in promoting talent management in your department or function

The level of responsibility will differ between various SCS grades. For example:

- **Permanent Secretaries and Heads of Function**, you are responsible for talent management across your organisations. You should work with HR Directors (HRDs) and non-executives to make sure that talent management activities are prioritised, particularly for the senior teams. You should also ensure that the DGs you lead participate in DG talent management activities, led by the Civil Service Talent team.
- **Directors General**, you should ensure that talent management is being prioritised across your Directorates and make sure that the Directors you lead participate in Director talent management activities, coordinated by the Civil Service Talent team.

- **Directors**, you should ensure that talent management is prioritised across your Directorate and make sure that the Deputy Directors you manage participate in talent management activities led by your department or function.
- **Deputy Directors**, you should ensure that talent management is prioritised across your teams and make sure that your teams feed into talent management activities, led by your department or function.





2. Prioritise talent in discussions on recruitment, capability and succession planning

This might include:

- **Providing support and challenge to ensure that talent activity is being implemented effectively and fairly** across the team/directorate/department/function, and that diversity and inclusion is being prioritised;
- **Promoting and actively undertaking recruitment practices** that ensure the organisation is developing a robust and diverse pipeline of talent;
- **Discussing talent regularly at senior boards and senior team meetings** to ensure that the department or function has the talent, skills and expertise to reach its current and future needs and to ensure that adequate resources are allocated to supporting and nurturing talent;
- **Ensuring that robust succession plans are in place** and working with relevant teams to make sure that they are up to date and that there is a focus on diversity.

3. Use opportunities to promote leadership and talent and support those around you to consider their development

In addition to your line manager duties, this might include:

- **Holding regular talent conversations** with your team and with others that you mentor or support in other ways;
- **Signing up to reverse mentoring** to understand the career pathways of civil servants and how individuals are experiencing talent management;
- **Promoting leadership and development offers**, including accelerated development programmes and leadership offers, where appropriate, as well as relevant functional or professional offers;
- **Giving back to others and sharing your expertise as a leader.** For example, interviewing for selection for accelerated development schemes, getting involved with the Civil Service Leadership Academy or acting as sponsor or champion for departmental, functional or professional leadership programmes.

To get involved with accelerated development programmes, contact cstalentschemes@cabinetoffice.gov.uk

To put yourself forward to share expertise with your department, function or profession at events, please contact your Head of Talent.



As a non-executive, you have responsibilities to work with the senior teams and relevant boards to ensure that talent activity is being implemented effectively and fairly, with a focus on diversity and inclusion, across the organisation.

1. Take an active role in recruitment, succession planning and performance and talent reviews at the most senior levels in the Civil Service

This might include:

- **Participating in the [succession planning](#), recruitment and selection** of Director General and some critical Director level posts, e.g. through participation on recruitment panels;
- **Contributing to performance reviews** and providing feedback for senior staff to support their development;
- **Involvement and contributions to the annual talent review** discussions for Directors General and Directors.

Download additional guidance: [Non-executive roles in talent](#)

2. Support talent activities across Government and within departments and functions

This might include:

- **Providing support for individuals on the [corporate accelerated development schemes](#)** and for departmental or functional development schemes;
- **Providing support for inductions**, particularly at DG level;
- **[Mentoring](#)**, particularly at DG level;
- **Collaborating with the Talent Action Group**, a group of non-executives focused on talent, to prioritise talent activity across government.

3. Championing the Civil Service as an employer externally and acting as ambassadors for the department, including to diverse networks

Lead Non-Executives play an important role in supporting the Cabinet Secretary in management of the permanent secretary cadre. The Departmental Lead Non-Executive will usually participate in panels for the selection of a new Permanent Secretary. They will hold a formal appraisal discussion with their Permanent Secretary, as part of the end year process, before preparing a report to support the Cabinet Secretary's formal performance review.



As a talent lead, you have responsibility for ensuring that talent practices in your department or function are designed and implemented in a way that helps build, nurture and maintain a diverse pipeline of leaders to meet your departmental, professional or functional needs.

1. Ensure that there is a coherent approach to talent management and other talent activities across your department or function

This might include:

- **Designing and delivering effective talent strategies that meet your departmental or functional needs, while prioritising diversity and inclusion;**
- **Assessing and evaluating current [leadership](#) and [accelerated development offers](#) and identifying, designing and adopting solutions to respond to need;**
- **Building robust [succession plans](#) for SCS and critical roles** (with roles filled from a diverse talent pool);
- **Actively participating and promoting talent assurance and capability building activities**, including the talent assurance process coordinated centrally.

2. Work closely with colleagues, both within your department or function and outside, to share and learn from good practice

This can be achieved through:

- **Working closely with your HRD and other senior leads to identify priorities for talent;**
- **Working with colleagues on talent related activities**, for example those who lead on diversity and inclusion, strategic workforce planning and recruitment;
- **Collaborating with talent leads from other departments, functions and professions** - for example, you could work with other departments and functions on central accelerated development scheme selection or on designing and delivering departmental accelerated development programmes;
- **Working alongside central teams who can help support your work**, such as the Civil Service Talent team and the Civil Service Diversity and Inclusion team;
- **Learning from external expertise**, for example, engaging with Non-Executive Directors, external organisations and utilising the Civil Service Alumni network.



3. Facilitate the successful delivery of accelerated development schemes and other leadership programmes

This will include:

- Working with others to **facilitate the selection, delivery and evaluation of departmental/functional/professional accelerated development or leadership programmes**;
- **Collaborating with colleagues such as those in the Civil Service Talent team and the Fast Stream team** to facilitate the design, delivery, selection and implementation of the [central offers](#);
- **Signposting relevant [leadership](#) or [accelerated development offers](#)**, for example the Positive Action Pathways, the Ethnic Diversity Programme or Disability Inclusion Programme;
- Working with others to **evaluate accelerated development programmes and leadership programmes**, for example end of scheme assessments or other evaluation for accelerated development schemes; and
- **Promoting relevant [external offers](#)** to those seeking leadership or development opportunities.

4. Enable talent management activities

This will include:

- **Ensuring that talent management activities in place within your organisation are clear and transparent** and signposting guidance, including the Tools and Support for Talent Management;
- **Working with Civil Service Talent on [Director General talent management](#) activities**;
- Leading on the **commissioning and facilitating of talent conversations for Directors**, collecting [Director talent management](#) biographies and capturing 9BG ratings (including from moderation); and
- **Empowering and enabling Deputy Directors, Grade 6s and Grade 7s to take part in [talent management](#) activities** (possibly for lower grades too, depending on the activities in place in your department) and ensuring people know where their information is being shared and that Nine Box Grid ratings are fed back to individuals.



Additional cross-government activities and collaboration

- Talent leads are **encouraged to participate in the six-weekly Heads of Talent Forums** (led by the Civil Service Talent team) or **quarterly early talent meetings** (led by the Fast Stream and Early Talent team) and other leadership and talent activities;
- Talent leads can also **showcase their activity**, for example through providing case studies in the **Civil Service Talent monthly newsletter**;
- Talent leads, depending on their areas of expertise and the focus of their department, function or profession, should **lead on thematic workshops to share good practice**;
- **Talent partnerships may be set up to facilitate the sharing of best practice** alongside the central Heads of Talent Forum. They could target talent in a particular department/function/profession or in a cluster of similar departments. They could also be used to target a specific type of talent, e.g. early talent;
- **The annual talent assurance process** includes a survey based on this roles and responsibilities in talent guidance and will collect views from talent leads, HRDs, SCS, as well as individuals and line managers across all grades. As a Head of Talent you should actively promote the completion of this survey across your department or function.



Please contact the Civil Service Talent team at civilservicetalent@cabinetoffice.gov.uk team for further information.



Guidance on Roles and Responsibilities in Talent

Introduction

Individuals

Line Managers

Senior Civil Servants

Non-Executive
Directors

Heads of Talent

HR Directors

Civil Service Talent

Roles - 1

Roles - 2

As an HR Director, your responsibility is to ensure that talent practices in your department or function attract, develop and retain individuals from a diverse range of backgrounds and build a strong pipeline to senior leadership. You have responsibility for role modelling talent management practices across your organisation.

1. Prioritise talent across all HR activities in your department or function and ensure that talent activities are adequately resourced

This will include:

- **Working closely with talent leads to set your organisation's priorities on talent**, ensuring that diversity and inclusion is at the centre of all discussions;
- **Ensuring that talent is regularly discussed at relevant boards** and at senior team meetings;
- **Prioritising succession planning**, particularly for the most senior and critical roles;
- Ensuring your organisation has the **capability to deliver and to plan to meet current and future needs**, and that talent is part of these considerations;

- Making the case for **adequate resource to be allocated to support and nurture talent.**

2. Ensure talent management activities are in place and that there is a wide understanding of what these are for

This will include:

- **Ensuring high participation rates in talent management activities at all grades and that returns are of a high quality;**
- Ensuring that your people have a **clear understanding of what these activities are for**, how talent management activities benefit the organisation, as well as an understanding of the talent tools including the Nine Box Grid and their own placement; and
- **Encouraging talent conversations in your department or function**, ensuring senior staff (including Permanent Secretaries) have these conversations with their teams and actively role model these behaviours with your own team.



3. Work closely with colleagues to champion talent, considering how to collaborate within and across our organisational boundaries

This will include:

- **Working with the Civil Service Talent team** on Permanent Secretary and Director General level recruitment and resourcing and on Director General and Director talent management and succession planning;
- **Working with the Government Recruitment Service (GRS)** or your departmental equivalent on Director and Deputy Director level recruitment and resourcing.
- **Actively champion departmental, functional, professional and cross government accelerated development schemes and offers;**
- **Working with other HRDs** to share best practice on talent.





Civil Service Talent is responsible for working with partners to ensure that the Civil Service attracts, develops and retains talented people from a diverse range of backgrounds.

1. Oversee talent strategy, priority projects and governance

This includes:

- **Setting priorities on talent across the Civil Service and identifying strategic projects** to keep abreast of current and future challenges facing the Civil Service and its impact on talent;
- **Undertaking analysis to ensure value for money** of interventions and impact assessments, working with Analysis and Insights teams;
- **Managing senior governance boards**, including the Senior Leadership Committee and Leadership and Talent Board who are responsible for ensuring that the Civil Service builds a robust pipeline of diverse talent in the Civil Service and who have oversight of leadership and talent activities across the Civil Service;
- **Working closely with HR professionals**, including HR Directors and Heads of Talent, to develop a strong and diverse pipeline of leaders to shape the future of the Civil Service;
- **Working with the Civil Service Diversity and Inclusion team** to ensure an inclusive approach to talent management.

2. Design and deliver accelerated development schemes for civil servants with the potential to accelerate to senior roles across the Civil Service

This includes:

- Working with a diverse group of stakeholders across departments, functions and geographical locations to **design curricula and robust selection processes for the central accelerated development schemes** to accelerate individuals' progression and to develop leadership capability;
- **Support senior sponsors (Permanent Secretaries and Directors General) who act as cohort leads;**
- **Evaluating the impact of the accelerated development schemes.**

Civil Service Talent coordinates talent management for Directors and above, and delivers accelerated development schemes for Grade 7 and above.



3. Provide end to end HR support for Permanent Secretaries and Directors General

This includes:

- Providing **bespoke and end to end support for all HR activities related to Permanent Secretaries**;
- Overseeing the **size and shape of the Director General workforce**;
- **Designing and delivering resourcing and talent management activities relating to Directors and Directors General**, working closely with departments and functions, as well as the Senior Leadership Committee and Leadership and Talent Board;
- **Leading the induction process for new DGs**, and co-leading training sessions, networking events, tailored learning and talent conversations for their first year in partnership with the Civil Service Leadership Academy.

4. Design and implementation of cross-government talent assurance activities and facilitation of cross-government capability building on talent

This includes:

- Working with others to **set out guidance on talent management** roles and responsibilities and cross-government tools and support for talent;
- Facilitating the **sharing of good practice across government**, for example hosting the six-weekly Heads of Talent Forums and delivering monthly Civil Service Talent newsletters; and
- **Using external insights to shape good practice on talent management** for example working closely with the Talent Action Group, Civil Service Alumni Network and external organisations.

Civil Service Talent contacts can be found [here](#).



Tools and Support for Talent Management

This second part of the document sets out some tools for effective talent-related activities and some of the support available in the Civil Service. It should be used alongside the [Guidance on Roles and Responsibilities in Talent](#), which sets out activities for those who champion talent.

Take me to the section on...

...introduction

...talent
management

...accelerated
development
schemes

...leadership
programmes

...talent strategy
and priorities

...governance

...references

...useful
contacts



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

Overview

Introduction

This guidance sets out information on some of the tools and support on talent management that help us to collectively develop a diverse pipeline of leaders in the Civil Service. It should be used alongside the [Guidance on Roles and Responsibilities in Talent](#), which sets out activities for those who champion talent.

This includes government-wide talent tools and support, specifically:

- **strategies and priorities** on talent in the Civil Service;
- **talent management** processes, including the nine-box grid and when and how to hold talent conversations;
- **accelerated development and leadership opportunities**;
- **governance** boards that oversee talent in the Civil Service; and
- **useful contacts**.

Different talent management processes are in place for different grades, and departments and functions design talent management systems that will best achieve their objectives and address the needs of their people.

Talent management activities will vary by department, function and professions, as well as across grades.

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Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

DG Talent Management

What is talent management?

Talent management helps to identify and nurture potential, and develop individuals to meet their own aspirations, the needs of the team, and the needs of the organisation.

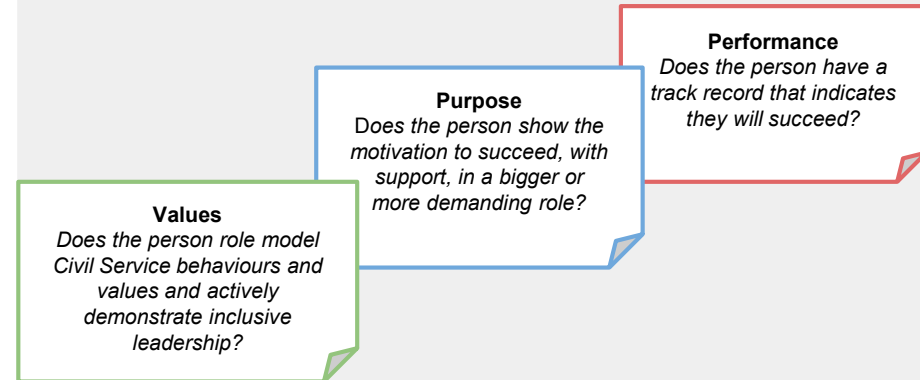
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- The best talent management will **build individual capability**, as well as **building wider organisational capability**.
- Talent management differs from performance management in that it is **forward looking**. Performance management focuses on measuring the performance of employees based on metrics and feedback.

Talent management activities will include but are not limited to:

- [Talent conversations](#) and talent assessment using tools such as the [Nine Box Grid](#);
- [Succession planning](#);
- [Accelerated development schemes](#).

Indicators of Potential

How to identify the potential of individuals to be the best Civil Service leaders:



The Indicators of Potential are used, for example, to select for the [Civil Service accelerated development schemes](#).



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

DG Talent Management

Talent conversations are important to understand aspirations, strength and development areas, career journeys and to discuss tangible actions.

Talent conversations can take place at any grade and as often as required, however **for Grade 7s and above, you should have a talent conversation at least once a year.**

Depending on grade, these talent conversations might be recorded and may be discussed at **talent forums** within your department or function. Please contact your department or function's talent lead for further information.

What are the benefits of having talent conversations?

- It is a way to understand **'what is out there for someone like me?'** and possible paths. Gaining insights into what particular roles are like.
- It provides confidence in skills and knowledge for individuals to make effective career decisions e.g. support to **think through and agree a plan.**
- **It can broaden ideas about potential next moves, providing support where needed** e.g. broaden experience in a different profession or organisation – how you go about it and support to make it happen.
- It is a way to understand perceived potential relative to other people i.e. **'do my aspirations and potential align?'**

An individual of any grade may wish to complete a **talent biography*** to inform the talent conversation. Unlike a CV, the purpose of a talent biography is to look ahead - to capture your career aspirations, and the strengths and areas for development you have identified.

The talent conversation may also include an assessment of the individual against the [Nine Box Grid \(9BG\)](#).

High Potential	Excellent	Star
Early Promise	Good	Strong
Inconsistent	Effective	Expert

Depending on an individual's placement, the conversation may focus on:

Focus:	Nine Box Grid placement									
Challenge and stretch - these individuals require fresh challenges and new experiences to fill critical gaps and aid retention.	<table border="1"> <tr> <td></td> <td>Excellent</td> <td>Star</td> </tr> <tr> <td></td> <td></td> <td>Strong</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>		Excellent	Star			Strong			
	Excellent	Star								
		Strong								
Support and grow - these individuals require clear objectives, regular feedback and more opportunity for development and stretch.	<table border="1"> <tr> <td>High Potential</td> <td></td> <td></td> </tr> <tr> <td>Early Promise</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	High Potential			Early Promise					
High Potential										
Early Promise										
Recognise and encourage - these individuals require recognition that their experience and skills are valued, and chance to move out of their comfort zone.	<table border="1"> <tr> <td></td> <td>Good</td> <td>Expert</td> </tr> <tr> <td></td> <td>Effective</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>		Good	Expert		Effective				
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Targeted development interventions - these individuals require clear messages about what behaviours and skills are expected of them and should agree a plan on how to achieve these	<table border="1"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Inconsistent</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>				Inconsistent					
Inconsistent										

* Please contact your talent team for a talent biography template.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

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When having talent conversations, there are questions that you might consider to help think about aspirations and potential. This is not an exhaustive list.

Conversation Openers

- What would you like to gain from this talent conversation?
- What do you enjoy most at work at the moment? How would you like things to be different?
- What are the core skills and competencies that you often get positive feedback about?
- What job changes have you made in your career so far and why?
- How clear are you on your career goals? What would help you get clearer?

Identifying Options

- How clear are you on your options currently? How could you get clearer?
- What are the top three things that would make you choose or avoid one job over another?
- How can you shape your career to spend more time using your strengths on things you enjoy?
- If you have a role in mind, what is it about that role which excites, inspires or concerns you?
- What skills, competencies and experiences do you need to develop to achieve your goals?
- What have you already done about your career development?

Exploring Gaps and Opportunities

- What are your strengths and weaknesses and how do they fit with your current role?
- What would you like to start, do more of, do less of or stop in your working life?
- What would increase your motivation and energy at work?
- What are the features that your future career must have? (people, activities, environment, issues, challenges and results)

Agreeing Actions

- How clear are you on the actions you need to take to achieve your career goals? What would help you get clearer? What are some of those actions?
- What's a realistic timetable? What will you have achieved by when?
- What support do you need and who can provide this?
- What barriers can you identify? How will you prepare to overcome them?
- When do you want to review progress?



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

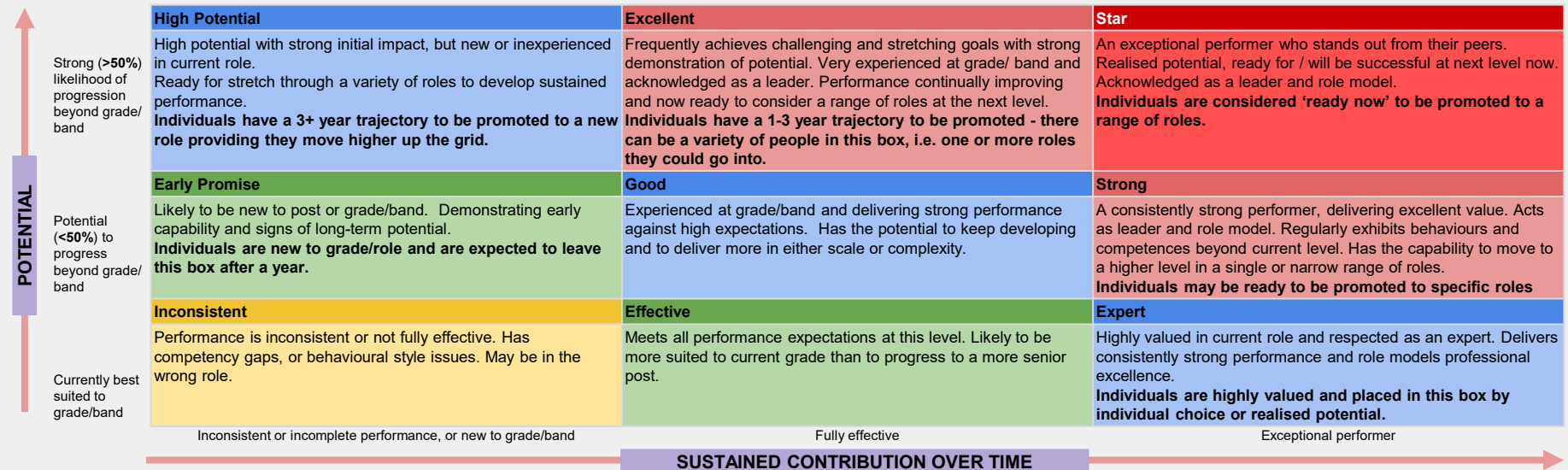
Succession Planning

Mentor/Coach

Director Talent Management

DG Talent Management

The Nine Box Grid (9BG) is a useful tool to help identify talent by looking at individuals' potential. **Whilst not mandatory for individuals below Grade 7, the 9BG can be a helpful resource for all individuals.** Placement on the 9BG may determine the focus of [talent conversations](#).



When using the grid, it is important to remember that an individual's placement does not affect their pay, and that their performance marking does not determine their position on the 9BG.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

DG Talent Management

Effective **succession planning** is key to ensuring a robust and diverse pipeline for roles. The following questions might be helpful when conducting succession planning:

- What are your critical roles?
- Do you have short and long term cover for roles?
- Are you doing enough to attract new talent into your teams and promote your organisation?
- Have you considered your external talent pipeline? Do you keep in touch with individuals who have left the Civil Service but may wish to return? Who could add value to the Civil Service if they returned?
- Where are the gaps and risks in your plan?
- What is the diversity of your talent pipeline looking like? What more could you do to ensure a diverse talent pipeline?
- Where are the capability gaps and how are you developing individuals to step up into these roles (shadowing, temporary promotion opportunities, professional development)?
- Build, buy, borrow - what is your strategy for building up the pipeline?
- Are you linking into the profession/ function and networking more widely across the organisation and other departments?

Civil Service Talent leads on succession planning for Director General and Permanent Secretary roles. Succession planning for grades below this are led by departments or functions/ professions.

Succession plans are living documents, they should be reviewed regularly and updated as part of wider people discussions.

The table provides an example of how departments might want to capture their succession planning information.

Role	Incumbent and start date	Emergency cover	Readiness	Skills required for role and Comments

The Civil Service Talent DG Workforce team can offer advice and suggest names for DGs looking to find a coach or mentor. Contact cshr.dgworkforce@cabinetoffice.gov.uk for further information.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

DG Talent Management

Mentors and coaches can be useful at all grades.

A mentor is often an experienced individual willing to share knowledge with someone less experienced in a relationship of mutual trust. As a mentee you should demonstrate an interest in self-development.

A mentor can help you to:

- consider new ways of working
- see things from a different perspective
- gain valuable advice and guidance from a more experienced colleague
- develop your knowledge and skills in a specific area
- improve your communication skills
- build your professional network

Benefits of having a mentor might include:

- increased self-confidence and motivation
- a sounding board to discuss ideas and approaches before you take action
- an opportunity to think about things in a different way
- having career conversations beyond your line manager

See the [Learning Platform for Government](#) for more information and guidance on finding a mentor.

A coach is someone who has been trained in helping other people develop career goals and will determine, with a person, where they would like their career to go and to develop a plan achieve those goals.

A coach can help you to:

- develop in a specific area or overcome a specific issue
- navigate through difficult career decisions
- improve your self awareness
- increase your confidence and resilience
- establish your career path and set realistic goals that enable you to get there
- recognise your professional value, strengths and weaknesses
- be accountable and keep motivated

Benefits of having a coach include:

- increased creativity and creative ideas
- encouraging you to become more self-reliant
- enabling greater ownership and responsibility

See [Civil Service Learning](#) for more information and guidance on finding a coach.

Speak to your line manager to discuss whether a coach or mentor would be beneficial to you and how to access further information.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

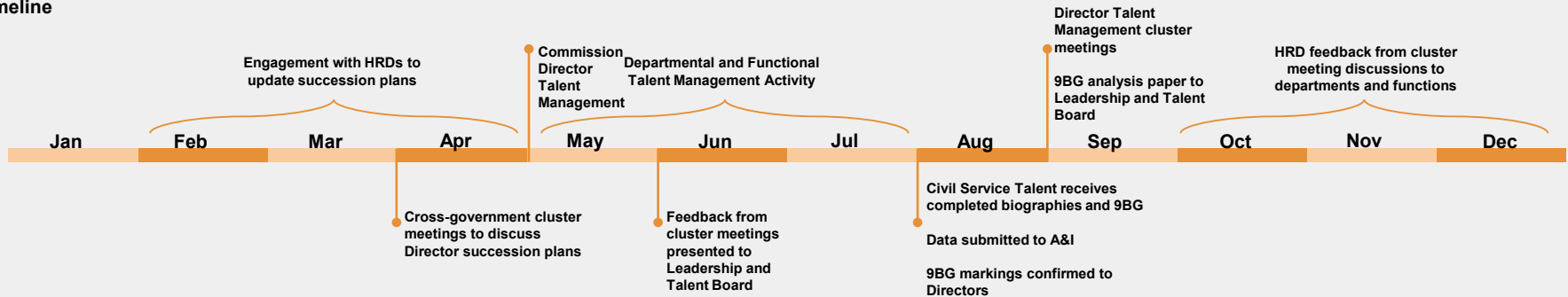
DG Talent Management

Director Talent Management

The Civil Service Talent team, on behalf of [Leadership and Talent Board](#), works with departments and functions annually on Director Talent Management (DTM). This is to support understanding of the Director population across government, with the aim of strengthening succession planning and creating a robust and diverse pipeline to Director General posts. An overview of the Director cadre is presented biannually to the Leadership and Talent Board, as well as deep dives on specific functions and individuals.

Note: The Civil Service Talent team leads on succession planning for DG and Permanent Secretary roles. Succession planning for grades below this are led by departments.

Timeline





Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Talent Conversations - 1

Talent Conversations - 2

Talent Ratings and Nine Box Grid

Succession Planning

Mentor/Coach

Director Talent Management

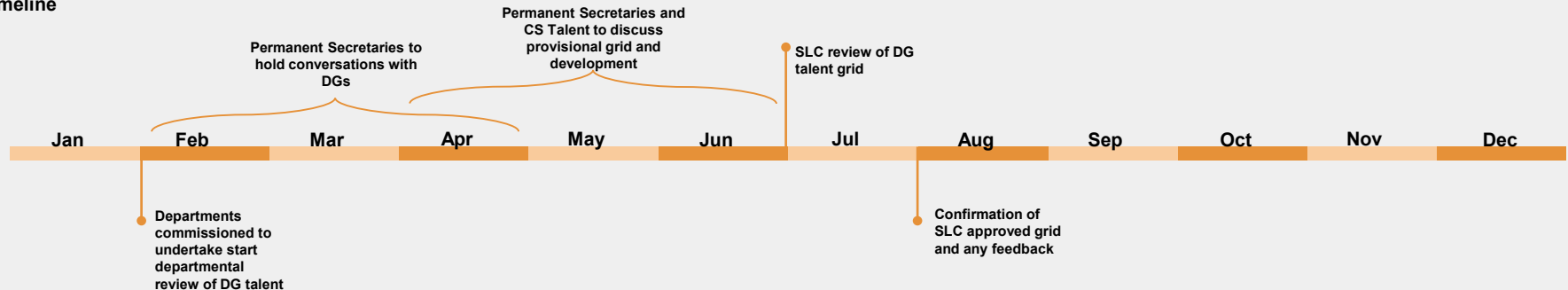
DG Talent Management

Directors General Talent Management

The Civil Service Talent team supports the [Senior Leadership Committee \(SLC\)](#) by annually assessing the information from the talent management activities of Directors General across government.

This is to support succession planning for Director General and Permanent Secretary roles whilst also ensuring the right development or move is in place for individuals.

Timeline





Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

DELTA

Accelerated development schemes contribute to creating a diverse and robust pipeline for the most senior and critical roles. On the right hand side, there is an outline of the Fast stream, which is available to Higher Executive Officer (HEO) and below, and all of the corporate schemes that are on offer for Grade 7 and above. Please note that departments and functions may have their own schemes available.

Civil Service Talent delivers the **Future Leaders Scheme (FLS)**, **Senior Leaders Scheme (SLS)**, **High Potential Development Scheme (HPDS)**, **Individual Development Programme (IDP)**, **META** (for minority ethnic participants), and **DELTA** (for participants with a declared disability). The Fast Stream and Early Talent team deliver the **Fast Stream**.

The FLS, SLS, HPDS, and IDP deliver their curriculum through:

- learning modules and events;
- individual coaching;
- sponsorship (DGs and Perm Secs);
- action learning sets;
- organisational raids;
- capability modules;
- cross-Government opportunities;
- corporate challenges;
- peer to peer learning.

Each accelerated development scheme has its own timelines for application and participant activity. You can find out more by clicking on the corresponding tab above.

External Talent

Internal Talent

Fast Stream

Individual Development Programme

To equip high potential DGs for the step up to Permanent Secretary

To accelerate the development of high potential graduates and internal candidates at HEO and below

High Potential Development Scheme

To accelerate the development of Directors with the greatest potential to progress to DG and potentially beyond

Senior Leaders Scheme

To accelerate the development of Deputy Directors to build the pipeline of future leaders for Director & DG roles

Future Leaders Scheme

To improve corporate visibility of the Grade 6/7 talent pool and accelerate their development to SCS

META

Integrated with FLS, SLS and HPDS to accelerate the development of talented ethnic minority staff at Grade 6/7, Deputy Director and Director level

DELTA

Integrated with FLS, SLS and HPDS to accelerate the development of talented disabled staff at Grade 6/7, Deputy Director and Director level



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

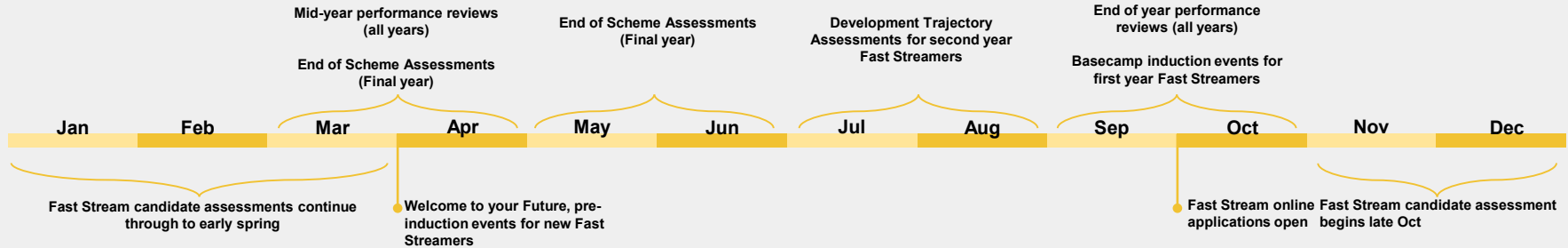
DELTA

Fast Stream

The Civil Service Fast Stream is an award winning leadership development programme for **Higher Executive Officers (HEO) and below as well as external candidates**. Through a series of challenging postings across government departments, the programme develops people from a diverse range of backgrounds to become future senior leaders. There are 15 programmes in total, covering a range of professions, skills and career paths.

Details on each scheme are available [here](#).

Timeline



Cost: Please contact Fast Stream and Early Talent for cost information.

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

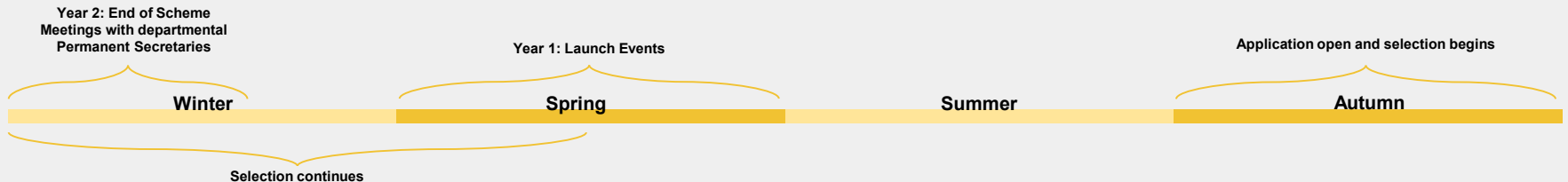
DELTA

Future Leaders Scheme (FLS)

The Future Leaders Scheme (FLS) is a two-year, accelerated development scheme for high-potential **Grade 6 and 7** individuals across the Civil Service and arm's length bodies.

The scheme provides a leadership development curriculum, which supports Civil Servants in accelerating their progress as well as learning more about their personal leadership effectiveness. The programme includes a combination of taught learning and self-led development.

Timeline



Cost: Reviewed annually

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

DELTA

Senior Leaders Scheme (SLS)

The Senior Leaders Scheme (SLS) is a two-year cross-government programme for **Deputy Directors** (SCS1) with the aspiration and potential to reach the highest levels in the Civil Service.

The SLS provides an integrated leadership development offer designed to accelerate participants' progression. Each cohort is mentored by a Permanent Secretary who supports and champions participants throughout the programme.

Timeline

Year 2: End of Scheme Meetings with departmental Permanent Secretaries

Year 1: Launch Events

Application opens and selection begins

Winter

Spring

Summer

Autumn

Selection continues

Action Learning Set - Catalyst Projects - CS Talent Events - Learning Trips - Senior Mentoring and Sponsorship

Cost: Reviewed annually

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

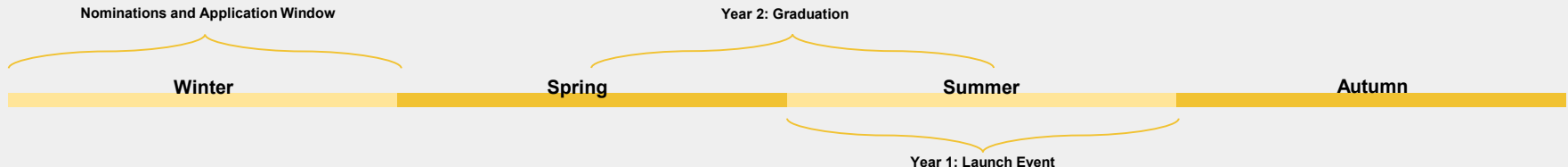
DELTA

High Potential Development Scheme (HPDS)

The High Potential Development Scheme (HPDS) is the accelerated development scheme for high-potential **Directors** (SCS2) across the Civil Service and its arms length bodies. The programme helps build a robust and diverse talent pipeline to Director General, Head of Function, Chief Executive and Permanent Secretary roles and supports the vision of creating [A Brilliant Civil Service](#).

HPDS is a two year programme, and includes: residential modules; action learning sets; and support with career planning and development.

Timeline



Cost: Reviewed annually

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

DELTA

Individual Development Programme

The Individual Development Programme (IDP) is the cross Civil Service scheme, aimed at accelerating the development of **Directors General** (SCS3) to prepare them for future Permanent Secretary roles or wider leadership roles. The one year programme includes targeted learning and development opportunities and has objectives to:

- ensure a strong pipeline of future Permanent Secretaries;
- equip participants to compete for Permanent Secretary roles;
- show participants they are valued, and to increase engagement and retention.

Timeline



Cost: Reviewed annually

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

DELTA

META

META is delivered as a bespoke programme available to all **ethnic minority participants** who gain a place on the Future Leaders Scheme (FLS), Senior Leaders Scheme (SLS) and High Potential Development Scheme (HPDS). This creates a streamlined approach and strengthens the future pipeline of diverse leadership across the Civil Service.

The programme includes a one day development centre, bespoke modules, action learning circles, executive coaching, an individual senior sponsor and mentor programme, and topical motivational events for the group.

Timeline



Cost: Included in cost of the parent scheme (FLS, SLS, HPDS)

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Fast Stream

FLS

SLS

HPDS

IDP

META

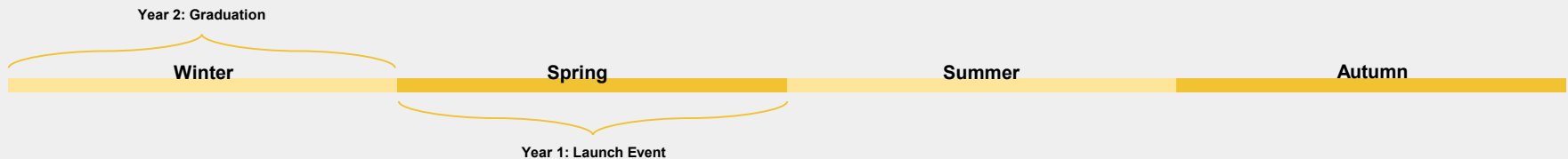
DELTA

DELTA

DELTA is a bespoke offer introduced in 2019 and available to anyone who gains a place on the Future Leaders Scheme (FLS), Senior Leaders Scheme (SLS) and High Potential Development Scheme (HPDS) and has a disability or long term health condition. DELTA aims to improve collective visibility of high-potential disabled civil servants to accelerate their development in order to generate a more diverse and robust pipeline for senior roles.

The structure and content of the programme will be shaped in collaboration with participants and will include workshops that aim to address leadership development in the context of disability-related barriers.

Timeline



Cost: Included in cost of the parent scheme (FLS, SLS, HPDS)

Note: All timelines are subject to change



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

Overview

Internal Offers

There are a wide range of **leadership programmes** offered by [internal](#) and [external](#) providers. These offers range from Administrative Officer (AO) to Director General (DG) and have distinct learning objectives.

Leadership programmes offered across the Civil Service include:

- Positive Action Pathway
- Civil Service Local Future Leaders Academy
- Civil Service Local Middle Managers Academy
- Ethnic Diversity Programme
- Disability Inclusion Programme

These offers include a range of approaches, including coaching and mentoring, residential modules, peer group learning and organisational visits/exchanges.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Internal Offers

The **Positive Action Pathway (PAP)** aims to increase the representation of female, BAME, disabled and LGBTI colleagues across the Civil Service. The programme is designed for colleagues with the desire and potential to progress, who are looking to take on further responsibility and more stretching senior roles.

Civil Service Local Future Leaders Academy is a 12 month cross-departmental development programme aimed at **Administrative Officer and Executive Officer** Grades. The programme offers a unique opportunity, designed to develop the skills required to become inspiring, confident and empowering leaders. In addition to the challenging learning sets and inspirational leadership stories, delegates will be supported in delivering a business-focused project over their 12 months.

Civil Service Local Middle Managers Academy is a 12 month cross-departmental development programme aimed at **Senior Executive Officer and Higher Executive Officer** Grades. The programme is designed to equip SEO/HEOs with the personal, professional and collective leadership skills needed to meet the current and future demands of the Civil Service. This academy aims to foster a more resilient and collaborative leadership culture amongst civil servants. In addition to the challenging learning sets and inspirational leadership stories, delegates will be charged with delivering a specific strategic business challenge over their 12 months.

The **Civil Service Leadership Academy (CSLA)** supports senior leaders to be truly effective in the unique context of government. CSLA offers three core programmes for the Senior Civil Service (SCS) in addition to a number of open events to support the development of leadership skills within the Civil Service. Leaders joining one of these programmes join a cohort of participants alongside whom they develop and grow with as leaders through the programme. For further information please see [here](#).

The **Ethnic Diversity Programme** was established in early 2018 and seeks to increase the representation of ethnic minority staff at senior levels of the Civil Service as well as building a sustainable talent pipeline for the future. It's main priorities include: internal career progression to top roles for ethnic minority Civil Servants (with a focus on grade 6/7); driving delivery, accountability and innovation; and having brilliant comms across the programme. The main focus is on the internal pipeline but work has also been done to ensure where external recruitment happens, it is as diverse as it can be.

The **Disability Inclusion Programme** offers two free programmes for disabled Grade 6s and 7s:

1. **Aspire** matches participants with an SCS mentor for 6 months of mentoring, followed by transitioning to a sponsorship relationship.
2. **REACH** matches participants to an executive level leader outside the Civil Service who either has a disability or who has shifted the dial on disability in their organisation, for 12 months of mentoring.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Leadership in Action

Talent and leadership priorities are set out in:

- Civil Service Talent Action Plan, 2015
- Civil Service Talent Delivery Plan, 2017
- Civil Service Leadership in Action, 2020

Related strategies and priorities provide more insight on the Civil Service vision, diversity and inclusion and recruitment.

- A Brilliant Civil Service
- Diversity and Inclusion Strategy
- Diversity & Inclusion expectations, 2020
- Success Profiles

To identify career pathways and to consider breadth and depth, individuals will likely wish to consider:

- Professional Career Frameworks (Contact your talent lead)
- Career Pathways

2015

2017

2020

Civil Service
Talent Action Plan

Civil Service
Talent Delivery Plan

Civil Service
Leadership in Action

The **Civil Service Talent Action Plan** set out the Government's commitment to understanding the barriers to success based by disadvantaged groups and guidance on how staff can challenge themselves and their assumptions to change the culture in the Civil Service.

The **Civil Service Talent Delivery Plan** set out the Civil Service's refreshed priorities, with a clear vision and goals. It also captures the increased scope of activity, acknowledging the importance of identifying and attracting talent into the Civil Service, as well as how to support and nurture existing Civil Servants.

Indicators of Potential were designed to support the identification and development of individuals who can progress to senior roles. The Model of Potential (values, purpose, performance) is used for selection for the accelerated development schemes and can be used by other departments and function to consider potential.

Civil Service Leadership in Action sets out the attributes of great Civil Service leaders across the Civil Service and allows individuals, leadership providers and departments and functions to consider what good leadership looks like. These attributes were informed by stories of leaders at all grades across the Civil Service, a case study pack called Leaders in Action.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

Contacts

Overview

Leadership in Action

Leadership in Action sets out the attributes of great leaders across the Civil Service and allows individuals, leadership providers, departments and functions to consider what good leadership looks like.

Eight attributes setting out what Civil Service leaders do, were informed by stories of leaders at all grades across the Civil Service in a case study pack called Leaders in Action.

Every day we see the best Civil Service leaders...

...creating a sense of purpose and focusing on outcomes

...demonstrating passion and wanting to change things for the better

...exercising judgement and making good, evidence-based decisions

...guiding teams using experience and expertise

...empowering and developing individuals and teams

...building inclusive teams and encouraging challenge

... collaborating, making connections and encouraging cross system working

...continually reflecting on their leadership style and developing self awareness





Tools and Support for Talent Management

Introduction

Talent Management

Accelerated Development Schemes

Leadership Programmes

Talent Strategy and Priorities

Governance

References

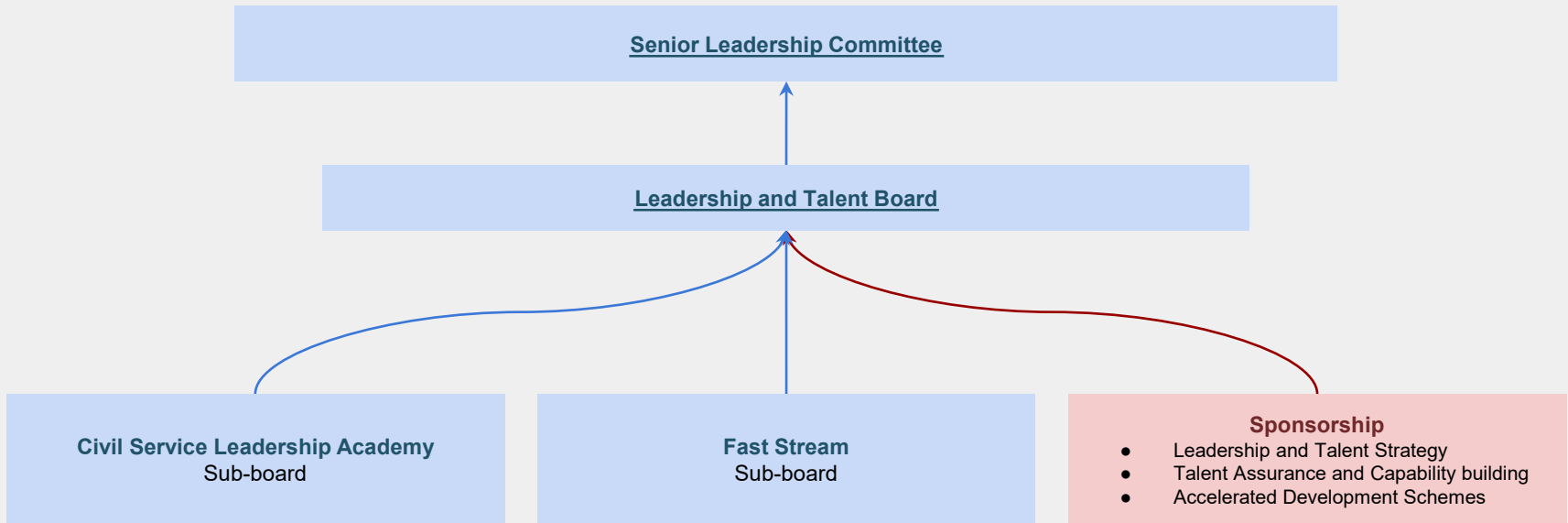
Contacts

Overview

Senior Leadership Committee

Leadership and Talent Board

There are a number of senior boards responsible for leadership and talent in the Civil Service. The below organogram sets out the reporting structure.





Tools and Support for Talent Management

Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

Overview

Senior Leadership Committee

Leadership and Talent Board

The Senior Leadership Committee (SLC) meets monthly.

The Senior Leadership Committee's primary objectives are:

- to own and oversee the delivery of Civil Service Leadership and Talent Strategy;
- to oversee, in partnership with all the Permanent Secretaries, the management and development of the Director General workforce to ensure there is a diverse, highly skilled Senior Leadership Group in place;
- to lead active and robust cross-Civil Service succession planning and talent management at Senior Leadership Group level;
- as set out in the Civil Service Senior Appointments Protocol, to decide on the selection route to all appointments to Director General and equivalent jobs in the Civil Service, including making recommendations for managed moves;
- to oversee the resourcing strategy for the Senior Leadership Group; and
- to ensure the principles of equality, diversity and inclusion are embedded throughout talent management processes.

For advice on SLC cases and more information about the process please email slcsecretariat@cabinetoffice.gov.uk

13 Permanent Secretaries from across government sit on the **SLC** and are joined by the First Civil Service Commissioner, the Lead NED for HMRC and Chair of the Talent Action Group, the Government Chief People Officer and the Director of Civil Service Talent.

The **SLC** is responsible for looking at how to increase the capability of the Civil Service to deliver current and future priorities. This includes oversight of effective development and continued management of talent and improvement of leadership in the Senior Civil Service. The **SLC** provides advice to the Head of the Civil Service specifically on people matters relating to the Senior Leadership Group.

The **SLC** have oversight of the creation of new Director General (DG) roles and the approaches departments take to appointing to these roles. Once departments are aware of an upcoming vacancy a business case must be prepared to submit to SLC who will review the approach proposed i.e. a recruitment campaign, a managed move, temporary promotion. This process needs to be completed even if the DG role already exists within the organisation's structure.

For the creation of new DG roles, the [Job Evaluation for Senior Posts](#) (JESP) process for must be followed by departments.



Tools and Support for Talent Management

Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

Overview

Senior Leadership Committee

Leadership and Talent Board

Leadership and Talent Board (LTB) meets monthly.

The Leadership and Talent Board's primary objectives are:

- to oversee the development and implementation of a Civil Service Leadership and Talent Strategy;
- to identify the future leadership requirements of the Civil Service and oversee the evolution of the Civil Service Leadership Academy (CSLA);
- to provide direction to ensure the Civil Service has robust recruitment and development strategies in place to meet the future leadership and talent requirements;
- to work alongside SLC and to work closely with other Boards, including People Board, to ensure the principles of equality, diversity and inclusion are embedded in all aspects of leadership and talent management.

For more information about the Leadership and Talent board,
email leadershipandtalentboardsecretariat@cabinetoffice.gov.uk

The **LTB** is responsible for ensuring the Civil Service has strategies in place to attract, develop and accelerate the careers of individuals and to develop their leadership skills to meet future Civil Service requirements. The Leadership and Talent Board reports to the [Senior Leadership Committee](#) (SLC), which owns and oversees the delivery of the talent strategy and is responsible for ensuring there is a diverse, highly skilled Senior Leadership Group. On agreed items on leadership, the Leadership and Talent Board will report to other boards, such as Heads of Department or Civil Service Board, as appropriate.

Examples of items discussed at Leadership and Talent Board include:

- Civil Service leadership and talent priorities, including the development and implementation of leadership in action
- Director Talent Management and DG succession planning
- Fast Stream and early talent priorities;
- Curriculum, selection and evaluation of Accelerated Development Schemes.

LTB has two sub-boards, Civil Service Leadership Academy and Fast Stream and Early Talent. **LTB** sponsors also oversee work on strategy, talent assurance and accelerated development schemes.



Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

References

Reference

1. [The role of the NEDs in talent guidance, 2020](#)
2. [Permanent Secretary, Heads of Function and Director General Indicators of Potential](#)
3. [Civil Service Learning: Coaching](#)
4. [Civil Service Learning: Mentoring](#)
5. [Civil Service Talent Action Plan, 2015](#)
6. [Civil Service Talent Delivery Plan, 2017*](#)
7. [Civil Service Leadership in Action, 2020](#)
8. [A Brilliant Civil Service](#)
9. [Diversity and Inclusion Strategy, 2017](#)
10. [Diversity & Inclusion expectations, 2020**](#)
11. [Success Profiles](#)
12. [Civil Service Career Pathways guidance, 2020*](#)
13. [Civil Service Talent Management](#)

*These products will be made available on the Learning Platform for Government. In the meantime, contact civilservicetalent@cabinetoffice.gov.uk for a copy.

**Contact your department's Diversity & Inclusion lead for a copy.



Introduction

Talent Management

Accelerated
Development Schemes

Leadership
Programmes

Talent Strategy and
Priorities

Governance

References

Contacts

Contacts

Civil Service Talent

For information regarding the central schemes (FLS, SLS, HPDS, IDP, META and DELTA), email cstalentschemes@cabinetoffice.gov.uk For information regarding FLS and SLS selection, email cstalentselection@cabinetoffice.gov.uk

For queries regarding Director and DG Talent Management, email cshr.dgworkforce@cabinetoffice.gov.uk

For other queries, email civilservicetalent@cabinetoffice.gov.uk

Fast Stream and Early Talent

For information regarding Fast Stream applications, email faststream.applicationsupport@cabinetoffice.gov.uk

Governance

For information regarding the Senior Leadership Committee, email slcsecretariat@cabinetoffice.gov.uk

For information regarding the Leadership and Talent Board, email leadershipandtalentboardsecretariat@cabinetoffice.gov.uk