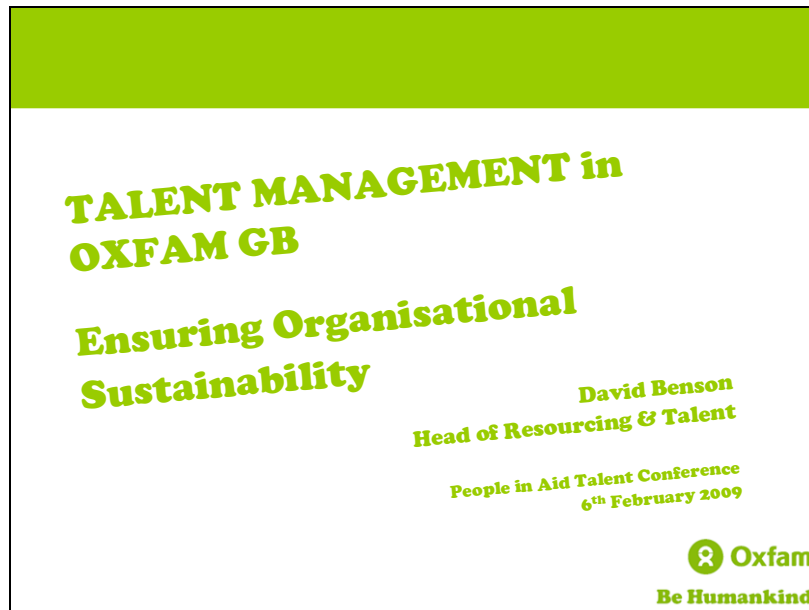


Talent Management in Oxfam GB

David Benson

Slide 1




**TALENT MANAGEMENT in
OXFAM GB**

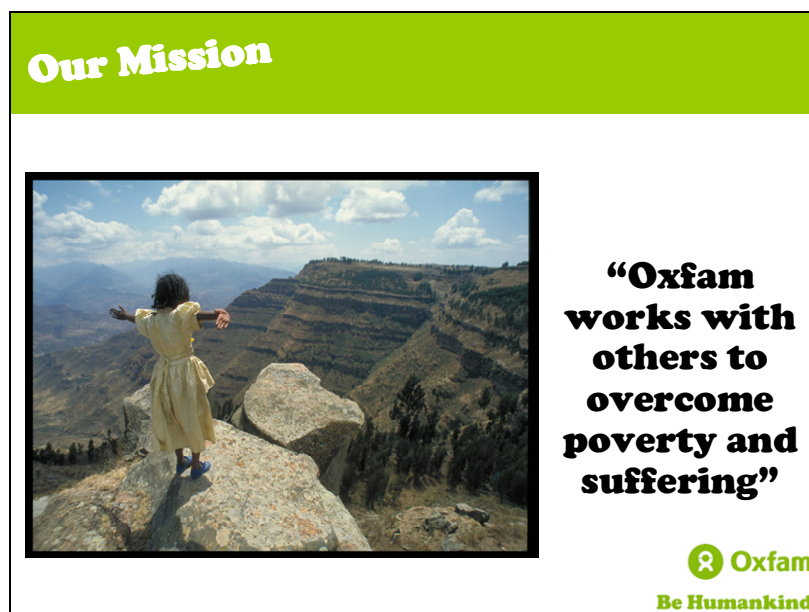
**Ensuring Organisational
Sustainability**

David Benson
Head of Resourcing & Talent


People in Aid Talent Conference
6th February 2009

 Oxfam
Be Humankind


Slide 2



Our Mission



**“Oxfam
works with
others to
overcome
poverty and
suffering”**

 Oxfam
Be Humankind

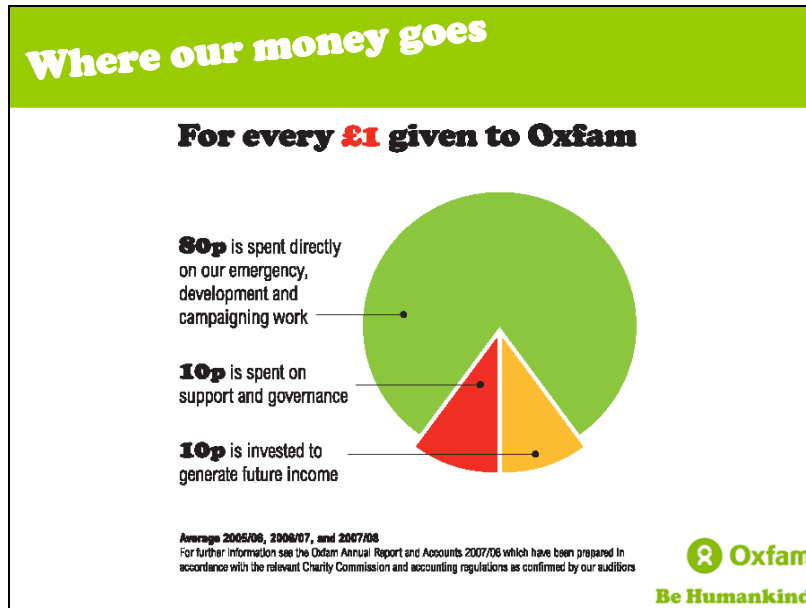
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Talent Management A brief history...

1997 Call to arms 'The War for Talent'
Many organisations followed the McKinsey way creating talent pipelines that segregated high performers and focused on developing individuals into stretching senior positions.

2000 Organisations Practice 'Talent Management'
Companies come to realise that their employees' talents and skills drive business success and begin to execute senior level talent strategies for critical roles. Concept of TopGrading and 'A' players emerges.

2004 Shortfalls Appear & War Intensifies
Some organisations practice alternative methods for identifying Talent and the definition becomes variable e.g. leadership talent and managerial talent.

2008 Talent Management V's Organisational Talent
Organisations are beginning to adapt talent management practice to be more holistic and integrated with organisational development tools and practice with a global mindset.

NOW Economic Downturn and Financial Turmoil...
Organisations will be even more keen to recruit and retain top talent; and talent is less likely to be as mobile as in previous years...
.... a period of employee stability? Or more skirmishes for talent?

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How Talent Management has changed

Increasingly sophisticated systems,
heightened employee awareness and greater line management buy-in

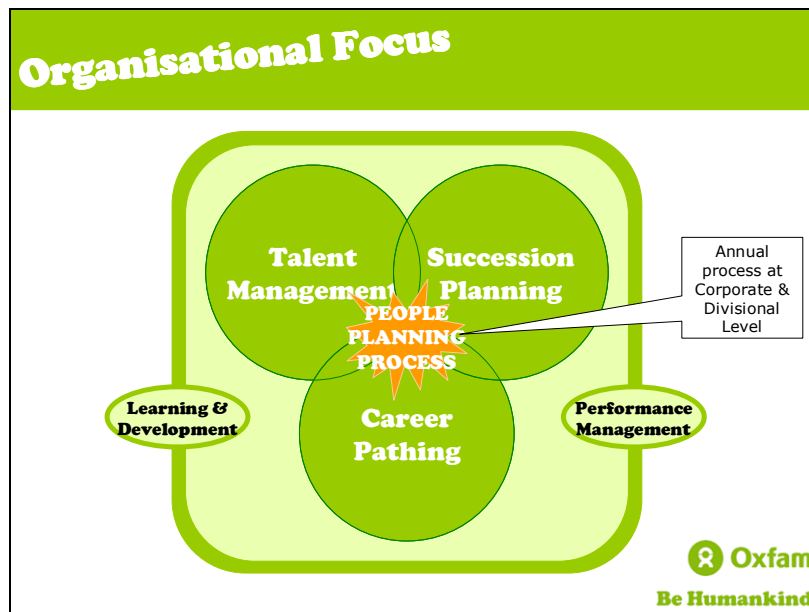
Years 1997 – 2003	Years 2004 – 2009	Years 2010 +
Executive Talent	Leadership & Managerial Talent	Organisational Talent
Pipeline	Broadening the Pipeline	Pool
Internal Talent Mindset	Internal & External Talent Mindset	Global Talent Mindset
Basic Recording of Talent Mgt Data	Talent Mgt Systems & Sufficient Data Recording	Web 2.0 Enabled Talent Mgt Systems
Employee Citizenship	Employee Mobility	Employee Branding
Talent Management Practice HR & CEO Lead Approach	Talent Management Practice HR & Management Lead Approach	Organisational Talent Practice Multi Layered Approach

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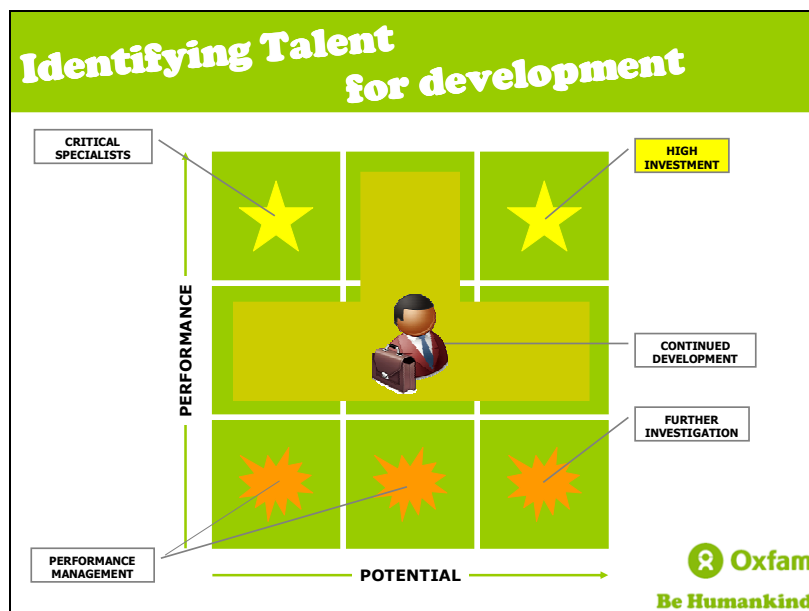
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Spotting Talent what is potential?

There is a distinction between high performance and high potential.
Reliance on current performance alone is not an accurate indication of future success.

ABILITY	Innate and learned
ASPIRATION	Desire to progress/influence
ENGAGEMENT	Commitment to the organisation & intent to stay

And in addition, strong indicators of success are:

- Commitment to Own Development**
- Responsiveness to Feedback**
- Willingness to Change (and accept change)**
- Leadership Qualities**
- Current Track Record**




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Slide 10

Succession Strength metrics & reporting

DIVISION	READY NOW	DEVELOPING	TOTAL POSTS
Division A	■	■	14
Division B	■	■	11
Division C	■	■	12
Division D	■	■	10
Division E	■	■	14

<p> 66% < of roles have successor</p> <p> 33% > of roles have successor</p>	<p> 66% > roles have successor > 33%</p>
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Thank you....

...any questions?

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