

A young woman with dark hair pulled back, wearing black-rimmed glasses and a black and white horizontally striped long-sleeved shirt. She is smiling broadly and looking slightly to the right of the camera. The background is a bright, out-of-focus office environment with a whiteboard and another person in the distance.

BERNICIA

Move ahead programme

Map out your future with Bernicia

Our Talent Management Strategy will help us to have **the right people with the right skills**, giving our staff the opportunity to reach their full potential.

We know that Bernicia's got talent



Core skills training



Leadership & management



Identify the talent pool



Retention and succession planning

Key Elements

Core skills training, equipping us to respond to change and prosper

Internal talent development needs to capture the Core Contributors as well as High Potentials and offer opportunities to grow for both. The framework needs to deliver the talent capabilities Bernicia requires for the future.

- Practical training to support individuals
- Group-wide training determined by the corporate strategy
- Competence development
- Career planning
- Management capability

“We're creating conditions for **talent to flourish**, an environment where you are in the driving seat”

Andrea Malcolm, Director of People and Business Improvement

Leadership and management capability

Not everyone aspires to be a people manager, but some from the talent pool will want to continue their development and become the leaders of the future. To be part of the Leadership Programme staff will already need to demonstrate leadership potential when part of the talent pool.

- Leadership/management competencies
- Bernicia Leadership Programme
- Develop coaching skills

Identifying the talent pool

High potential staff must be selected fairly with clear and consistent benchmarking throughout the selection process. Having accurate and objective talent selection underpins the framework's integrity.

- Behavioural assessments through appraisal/competencies
- Self-nomination
- Director/management nomination
- Psychometric assessment through emotional intelligence/mental toughness
- Ability, motivation and values through 360 degree appraisals

Retention and succession planning

Every successful organisation needs to have effective succession planning with particular focus on continuity.

- Make sure all staff realise how important they are in the continuing success of the business
- Identify the most critical roles in the organisation and the people with the skills and potential to fill them
- Develop those people to be ready at the right time
- Develop clear career paths for all levels and all areas of the business

Everyone has potential and if
that potential is unleashed they
can achieve extraordinary things

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