

CHAMPLAIN REGIONAL COLLEGE

OF GENERAL AND VOCATIONAL EDUCATION



ADMINISTRATIVE FRAMEWORK FOR MANAGEMENT TALENT DEVELOPMENT

Please Note:

An Administrative Framework (AF) is an administrative document that provides general guidelines for: the implementation of College Bylaws and Policies; ongoing administrative activities; and specific administrative functions. An AF usually outlines the guiding principles, procedures, and responsibilities related to a specific administrative function. However, College management is always expected to exercise good judgment, therefore, specific situations and circumstance may require some adjustments in procedures.

This administrative framework was adopted for the first time by the Director General's Advisory Committee (DGAC) on February 28th, 2012.

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1. Purpose:

The purpose of this administrative framework is to establish guidelines for *Management Talent Development* within Champlain Regional College.

The College, as an educational institution, considers its employees to be its most important resource and largest investment. Therefore, our capacity to thrive and grow is dependent on the ability to offer our employees the appropriate opportunities to develop the competencies needed to fill both existing and future roles within the College.

While it is important to develop capacity in all employee categories, which is done in a variety of ways in the context of the collective agreements, this Administrative Framework is designed to provide the context for the development of leadership capacity within the management team.

However, it is important to note that inherent to the continued success of the College is the ability to recognize and cultivate interest and capacity within other categories of staff in becoming a member of the College management team.

2. Definitions:

2.1. *Management Talent Development* is an HR concept that incorporates elements of, recruitment, selection, orientation, performance management, succession planning, training and professional development.

2.2. *Talent* is a term used in this framework to encompass the competencies, which includes knowledge, skills, attributes, and attitudes, needed to succeed in a management role within the College.

2.3. *Succession Planning* is the process by which an organization plans and prepares for change through the development of its management team. It includes both the development of existing management staff and the recruitment of new management staff to increase *bench strength*.

2.4. *Bench Strength* refers to the depth, capacity, and flexibility of management staff to fulfill the needs of other roles within the College. In other words, it is the capacity of management staff within an organization to respond to changing needs and circumstances.

2.5. The term *Director(s)* refers to members of the Director General's Advisory Committee, composed of Campus Directors and Service Directors (DS, DHR, DF, DRM).

3. Guiding Principles:

3.1. A key responsibility of the Directors is to ensure the long-term health of the College through *Management Talent Development*. The focus of this initiative is to provide management staff with opportunities to increase their competencies (*their talents*) through training and experience.

3.2. *Management Talent Development* is directly linked to *succession planning*, which is achieved through the development of *bench strength* within the College to ensure continuity and reduce risk. However, it is much more than identifying potential candidates for eventual openings in specific positions. It is the development of each member of the management team so that they are motivated and prepared to reach their full potential to the mutual benefit of the manager and the College, increasing our capacity to respond to anticipated or emergent needs.

3.3. While the central focus of *Management Talent Development* is the development of existing management staff, it also includes the recruitment of management staff that can add to the *bench strength* of the management team.

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- 3.4. It is important to ensure that members of the College management team have motive and real opportunities to increase the depth and breadth of their competencies.
- 3.5. It is essential for managers to assume ownership of their talent management, while being supportive of other members of the team.
- 3.6. Ensuring the ongoing development of the College's management team is the shared responsibility of all managers. In particular:
 - Supervisors have the responsibility to cultivate the depth and breadth of the competencies of each member of their team; and
 - Each manager has the responsibility to assist their supervisor in developing an understanding of their competencies, as well as, their career aspirations.

4. Procedures:

It is understood that the Director of Human Resources is responsible for all HR functions and activities in the context of College bylaws, policies, and procedures. These procedures are designed to complement these functions and activities by clarifying certain expectations in relation to *Management Talent Development*.

4.1. Succession Planning:

- Whenever an opening is anticipated or occurs, examine the possibilities for succession to ensure the most effective and efficient operation of the College, specifically:
 - Review of the roles and responsibilities related to the opening;
 - Consider possibilities for restructuring; and
 - In the case of a restructuring, ensure all related regulations, bylaws, and policies will be respected.
- Directors of the College will consider issues of succession for the positions they supervise, specifically:
 - Assess the *bench strength* within the team of managers they supervise;
 - Identify ways of increasing *bench strength* within their team of managers; and
 - Discuss with each manager they supervise career aspirations and ways to work towards those aspiration.

4.2. Recruitment, Selection, and Orientation:

- When an opening occurs within College management, consideration will be given to the principles of *management talent development* as articulated in this administrative framework, specifically:
 - In all recruitment and selection processes, the selection committee will consider the present needs of the position, as well as, the potential needs of the College over time to improve *bench strength* as defined in this administrative framework;
 - With the understanding and expectation that anyone is free to apply on any vacant position, the direct supervisor for the open position will assist the selection committee in reviewing the *bench strength* within the management team to ensure that due and proper consideration is being given to internal candidates;
 - Vacant management positions will be subject to internal and external recruitment simultaneously within the limits of laws, regulations, bylaws, and policies to provide additional opportunities to increase the *bench strength* of the management team; and
 - During the orientation process, the direct supervisor should begin the process of developing an understanding of the manager's capacity and aspirations in order to assess the manager's *management talent development* needs.

4.3. Performance Management:

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- All managers of the College who fill a supervisory function will consider both *bench strength* and *succession* when implementing performance management processes, specifically:
 - Assess the possibilities for success amongst their management team;
 - Discuss with each manager they supervise:
 - the talents they bring to their position;
 - the competencies they need to master in their existing position;
 - their career aspirations and the competencies they will need to master to meet their aspirations;
 - ways they can improve and/or strengthen the talents they have; and
 - ways to cultivate talents in areas where they are challenged.
 - Identify the talents needed to be developed to increase overall *bench strength* within their team.

4.4. Training and Professional Development:

- The Director of Human resources will:
 - With the Management Professional Development Committee, consider management talent development needs when planning the annual professional development activities for *All Management*.
 - Assist other Directors in identifying training and professional development for their managers that will support and enhance *talent management development*.

5. Responsibilities:

5.1. The Director of Human Resources (DHR) will:

- Ensure that the principles and procedures as identified above related to *management talent development* are integrated into the various HR functions and activities, including:
 - Succession planning;
 - Recruitment, selection, and orientation;
 - Performance evaluation; and
 - Training and professional development.

5.2. The Director General (DG) will:

- Be responsible for ensuring the principles of *management talent development* and related procedures as articulated in this framework are implemented throughout the College, including:
 - Working with the Directors, to ensure the management team understands the importance of promoting and supporting their continued development to the future of the College.

5.3. Directors will:

- Be responsible for ensuring the principles of *management talent development* and related procedures as articulated in this framework are implemented within their campus or service, including:
 - Ensuring their managers understand the content and intent of the Administrative Practice;
 - Ensuring the procedures as identified above are implemented within their campus;
 - Guiding their direct reports in their personal management talent development; and
 - Guiding the managers with direct reports in the implementation of the procedures identified above.

5.4. Each Manager will:

- Share direct responsibility for their own *talent development*, including:
 - Considering their present level of competency;

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- Identifying how they can improve their level of competency, the types of training, professional development, and experiences they need;
- Sharing their career aspirations with their supervisor; and
- Drawing on the feedback and advice provided by their direct supervisor, take the action needed to ensure they continue to develop their areas of strength and areas where they are challenged.
- In the case where they supervise other managers, guide their direct reports in their personal management talent development as identified in the procedures above.
- Assist in identifying potential candidates for management positions or promotion and encourage others to identify their career plans and related professional development.