



Talent Management Policy

Date Adopted:
Next Review:

DRAFT

1 Policy Statement

Rosehill Housing is committed to ensuring that we employ the right people at the right time in the right job, who add value to the organisation and can drive the organisation forward. These people can be drawn from both the internal and external labour market.

Talent Management is defined as the systematic attraction, identification, development, engagement, retention, and deployment of employees.

Talent Management is ensuring that talent is identified internally or recruited externally, developed, and retained, to enable their contribution to be fully achieved.

3 Principles of the Policy

We are committed to ensuring that our Talent Management practices are fair and consistent and comply with legislative requirements and recognised best practice guidelines.

All Talent Management processes and procedures should be fair and non-discriminatory. We seek to create a culture where all staff are encouraged to reach their full potential.

4 Key Components of Talent Management

- Plan
- Resource
- Develop

4.1 Plan

It is important to plan ahead and establish what sort of talented people are needed now, and in the future to deliver services.

Workforce Planning

Workforce planning is the process of ensuring that Rosehill has the right people, with the right skills, in the right place at the right time.

It is about generating information, analysing it to inform future demand for employees and then translating that into a set of actions that will develop and build on the existing workforce to meet that demand.

Analysis will be carried out around national and regional influences on the workforce along with market analysis, and internal business requirements.

4.2 Resource

Rosehill Housing recognises that the success of the company is attributed to the talent of its employees. We will ensure we have a compliant and competitive recruitment process.

Internal recruitment

We believe internal recruitment is the best way to provide career advancement opportunities and retain the talents of the organisation.

All vacancies will be advertised internally at the same time as they are posted externally and will be open to permanent and temporary employees.

Rosehill may, where appropriate, appoint individuals internally to specific posts, without going through the usual recruitment processes, where the duration is less than 6 months, to cover an immediate need or to fill a specific project role. Any such decisions will be made by the Director.

There may also be a recruitment freeze in cases where there is organisational restructuring and jobs need to be considered for internal candidates only. In such a case, posts will not be advertised, and affected employees will be transferred to these posts.

Each member of staff will have clarity about their role through up-to-date job descriptions.

Equality & Diversity

We are committed to tackling unfair and unlawful discrimination. We are also committed to promoting equality and diversity to create a harmonious and productive working environment in which diversity adds value to the quality of our work and the quality of the service we deliver.

We seek to create a culture where all staff are encouraged to reach their full potential. In line with our commitment to equality and diversity, we welcome applications for vacancies from all individuals who meet the essential criteria identified for the relevant post.

Retention

We are committed to ensuring that our retention practices are fair and consistent and comply with legislative requirements and recognised best practice guidelines.

We seek to create a culture where all staff are encouraged to reach their full potential.

Work life balance

We are committed to attracting new employees as well as retaining our current staff and as such, Rosehill recognises the importance of helping our employees balance their work and home life by offering hybrid working, and allowing flexible working arrangements, wherever possible. We also recognise that flexible working hours should not compromise the quality of service provided to our tenants, and other stakeholders. Therefore, we must ensure that staffing levels remain in line with the demands of the business, and as such may require staff to work more flexibly in order to meet these demands.

Health and Wellbeing

We will encourage and actively support our employees to look after their physical, and mental health. To support these aims, we work with a number of organisations who can provide support to our employees, such as Occupational Health and Employee Counselling. We also have a number of trained workplace first aiders as well as a mental health first aider internally.

4.3 Develop

Learning and Development

Rosehill recognises the importance of having highly skilled and suitably qualified staff to ensure we successfully deliver our vision and objectives.

We are committed to ensuring that our people have access to appropriate support, information, and training to enable them to carry out their roles effectively.

We will provide appropriate training and opportunities for personal development. To do this, we have developed a learning, support, and development framework.

Further information can be found in our Learning and Development Policy.

Secondments / Development Posts

Staff Secondments and Development posts provide a valuable opportunity for employees to enhance their skills and broaden their experience with the security that their substantive post remains open.

The main purpose of a Secondment / Development Post is to promote the personal and professional development of the individual while meeting organisational needs. We will agree to appropriate secondment and development opportunities on an individual, case by case basis.

Review Meetings

Staff one to one's and performance & training reviews should be a positive experience that forms part of the ongoing employment relationship between an employee, their line manager and the Organisation as a whole.

All employees should receive 2 one to one's, and 2 performance & training reviews in a work year. These are an opportunity to discuss performance in the role, the employee's overall health and wellbeing and identify any Training and Development opportunities.

Communication

We will actively seek feedback from employees to inform our future employee retention activities.

Exit Interviews

All employees who resign from Rosehill will be given the opportunity to complete an exit questionnaire through Survey Monkey. Once completed, the questionnaire will be reviewed by the Corporate Services and HR Manager.

Analysis of the information received in key areas such as reason for leaving, training and development opportunities etc. will be collated to identify any trends, and any areas of concern contained within the form are passed on to the relevant line manager and Director so that action can be taken to address these issues.

5. Evaluating Success

In order to ensure the effectiveness of this procedure, an evaluation framework will look at the following areas.

- Impact of the process on Strategic Objectives
- Impact of the process on organisational performance
- Retention Rates throughout the organisation
- Cost Effectiveness of developing staff internally

6. Data Protection

- 6.1 On the 25th of May 2018, the legislation governing data protection changed with the introduction of the General Data Protection Regulation (GDPR).
- 6.2 Following the UK's exit from the EU, and the end of the transition period which followed, the GDPR formed part of the retained EU law and became the UK GDPR which together with the Data Protection Act 2018 constitute the UK's data protection legislation.

7. Equality and Diversity

- 7.1 We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.
- 7.2 Rosehill is committed to removing any barriers to communication. Therefore, if required this Policy can be produced in another format e.g., braille, large print, etc.

8. Risk Management

- 8.1 In all key areas of our business we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from these flows our Risk Register.

We have identified our material risks which are regularly monitored by our Management Team and Audit Sub-Committee.

8.2 To ensure we continue to manage the associated risks we will periodically review this policy to ensure compliance with all legislative requirements and regulatory and best practice guidance.

9. Review of Policy

9.1 This Policy will be reviewed, as a minimum, every 5 years.

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