

Keeping talented managers in the sector

How family friendly HR policies can encourage women and men with primary care responsibilities to stay in the sector and seek promotion.

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The aim of the workshop was to consider how to retain talented managers, with an emphasis on primary care issues. What do we do now and what do we need to do to change? Three main themes emerged from the discussion:

- How do we define talent.
- The concept of the talent-intensive organisation.
- Managing primary care responsibilities.

The discussions concluded that:

- Talented staff are highly responsive and flexible and organisations need to be talented and flexible too.
- Organisations benefit by recognising the changing career/life paths of staff. Enabling change creates a very loyal and motivated workforce.
- Present credit crunch time provide a challenge, and location of organisations can present different HR issues.

Summary of main points of workshop discussion

Defining talent

- Leadership of staff / dealing with roles and responsibilities / dealing with stress and managing work/life balance.
- Being talented and also effective within the organisation.
- Talented means being highly responsive and flexible.
- Lack of job sharing or part time roles at a higher management level can limit the progression of talented managers.
- Some areas are comprised of 95% part time staffing. Managing this situation is more difficult, but creates a culture which is more conducive to dealing with work/life balance issues.
- Organisations need to be talented and flexible, as well as managers.

The talent-intensive organisation

- The principal assets of a talent-intensive organisation are its talented staff.
- Creativity and imagination are critical.
- Key assets are mobile.
- Importance of valuing talent during difficult times when the focus tends to shift to budgets and finance.
- Does the size of an organisation make a difference? Large organisations can offer more opportunities for flexibility.
- Difficulties can come if an employee's need for changes conflict with the original purpose/role of the job.
- Organisations benefit by recognising the changing career/life paths of staff. Enabling change creates a very loyal and motivated workforce.
- Rigidity on part time hours by staff can create problems, the best way forward is flexibility on both sides, by managers and staff. A two-way process between the organisation and staff.
- Consistent practice and equity across an organisation. Equity and creativity. Policy and procedures can assist equity but can be a barrier if followed too rigidly. Need to empower managers.
- Organisational frameworks to enable talented staff to be primary carers. Frameworks need to be flexible for both employer and employee.
- Areas with high birth rates – discussed alternative arrangements and roles for changed circumstances.
- Different characteristics of areas and their workforces. Is the workforce mobile, is there a high turnover or is employment more stable. Location and its impact on HR.
- Differences between private and public sector and the impact of the credit crunch.
- Distinguishing between recruiting and finding talent.
- Flexible working for couples.
- Important for the organisation to build up a trusting environment for staff by managers.

Primary care responsibilities

These mainly include policies and provisions, childcare centres and voucher schemes, term time working, job shares, homeworking and corporate social responsibility.

- Homeworking in admin time.
- Impact on staff without child care or other caring responsibilities – concern that they are called upon more to accommodate staff with caring responsibilities. Need for a fair and transparent system to be in operation.
- Nine to five culture and its pitfalls.
- Freedom to be flexible in senior posts, despite the pitfalls.
- Limitations of the teaching timetable.
- Need for clarity as well as flexibility in institutional arrangements.
- Differences between support and teaching roles.
- “Job share” aspects of roles of Principal and Deputy Principal.
- Retaining talent – does this come from the top?
- Talent leaving and workforce mobility in certain locations is very beneficial for the organisation and the employee.
- Less movement at present given the housing and financial situation.