

Talent Management

The Talent Management Award recognises outstanding initiatives and programs in developing and managing talent within an organisation that effectively align with the wider HR strategy and the organisation’s business strategy.

This award is recommended for organisations who have demonstrated excellence in the identification, acquisition and retention of talent and development of capability either organisation-wide or for specific cohorts of the workforce, such as graduates and specialist groups. It may include for example, initiatives relating to onboarding, recruitment, employee engagement, performance management and succession planning.

Supported by Dr Marshall Goldsmith: Marshall Goldsmith is the author or editor of 35 books, which have sold over two million copies, been translated into 30 languages and become bestsellers in 12 countries.

His work and research in the area of talent management and coaching been recognized by almost every professional organisation in his field. [Learn more.](#)

This award is	Defined as:	Suggested evidence:
Specific		
Engagement & Productivity	The initiative has led to increased engagement and productivity within the organisation.	Demonstrated increase in productivity/engagement that can be linked to the initiative. Engagement survey results prior to and as a result of the initiative.
Integration	The initiative forms part of a focused framework of development opportunities which aligns with other talent management activities such as recruitment and succession planning, performance appraisal and promotion.	Evidence of the initiative and its outcomes being implemented – e.g. activities conducted and/or application of policies or procedures. Evidence of the initiative and its outcomes being embedded in strategy, processes, policies, vision statements. For example, a talent management strategy aligned with other HR strategies, succession plans incorporating reference to talent development initiatives, internal capability frameworks, along with development plans.
Senior leadership support	The initiative or strategy is driven and/or supported from the top, and senior management is involved in the setting of priorities for development initiatives and activities.	Evidence includes statements from the CEO, Board or senior management supporting the initiative, evidence of their involvement as sponsors, facilitators, mentors, participants etc.
Return on investment	The initiative is medium to long term in focus and a variety of metrics are used to demonstrate return on investment and impact of initiative for the organisation, business units and/or participants.	Evidence may include metrics/reporting specific to the initiative, along with individual assessments and business reporting for corresponding periods to provide linkages. Qualitative statements from participants, peers and the other key stakeholders may also be provided.

2022 CRITERIA

This award is	Defined as:	Suggested evidence:
Organisation specific	The initiative or strategy demonstrates best practice talent identification, development, management and retention methods which specifically address the talent requirements of the organisation.	Detail of customised or tailored methods. Evidence of partnership with third party providers, supporting talent identification and retention requirements. Evidence of improved talent identification, development, management and retention outcomes based on the strategy or initiative.
Criterion	Defined as:	Suggested evidence:
Generic		
Innovation	The initiative is based on/incorporates a new approach to addressing the specific challenge the organisation is facing.	Details of how the initiative came about, e.g. analysis and research conducted, and how the idea, concept, approach or method underpinning the initiative is new to the organisation or industry sector and how it solves a problem and/or enhances business performance.
Strategic Business Alignment	The initiative is aligned with organisational purpose and addresses strategic or operational goals of the organisation.	Evidence of how initiative is aligned to strategic/business goals and organisational purpose, i.e. organisational strategy, specific business goals, meeting minutes.
Sustainable	The outcomes achieved are sustainable and/or replicable OR Demonstrate why the initiative is a one-off program designed to a specific objective.	Evidence that initiative is being rolled out in other areas of the organisation. Plans for ongoing use of the initiative, i.e. implementation plan/schedule, training, expansion plans. Results of repeated implementation of initiative, i.e. incorporation into policy/procedure/business operations.
Measurement, impact and outcomes	The initiative has addressed the objective, achieved the desired outcomes and positively impacted the business.	Quantitative and qualitative evidence of outcomes and improvements directly resulting from the initiative. Reporting on initiative results to employees/Board etc., i.e. board paper, newsletter, internal employee communication.