

Talent Management

Training Manual for Political Parties

TRAINING OUTLINE

Title of the training	Planning for Success – Talent Management in Political Parties
Trainees	<ul style="list-style-type: none"> • Party Leadership – decision makers • Party Headquarters – secretary general, director, HR
Training Objective	To outline a roadmap towards establishing a systematic planning and management of human resources in political parties
Training Outcomes	<ul style="list-style-type: none"> • Draft plan for talent management is developed • Ownership of the plan sits with the party leadership, ensuring buy-in and legitimacy • Action plan is adopted with clear responsibilities and resources
Training Topics	<ul style="list-style-type: none"> • What is Talent Management? • Talent management in political parties – state of play • Scout – Recruit – Train - Position • Demand assessment across 4 functions – what do we need in each area • Supply assessment across 4 functions – who does what and with what resources • Commitments session – action plan
Duration	9 hours in 1.5 days
Training Methods	Presentations, Brainstorming, Breakout Groups, Facilitated Discussions
Resources Needed	Flip Chart, Digital planning tool

DETAILED PROGRAMME

DAY 1				
Timing	Topic	Training Method	Resources	Script
09:30 – 10:00	Introductions	<i>Temperature check – Icebreaker</i> <i>Expectation harvest</i>	Flipchart	<p>Moderator briefly presents the goals and structure of the workshop and announces the speakers and topics to be discussed. 5 min</p> <p>Participants are asked to stand up and form a semi-circle. They are asked to talk to the person opposite to them and either introduce themselves or discuss their week so far. 5-10 mins</p> <p>Participant share what they found out about the person who they talked to during the session. 5-10 mins</p> <p>Moderator does tour d 'table and asks for expectations of the workshop. 5 min</p>
10:00 – 10:30	What is Talent Management	<i>Presentation</i> <i>Discussion of challenges of implementation – people write on post its on the Challenge Board</i>	PowerPoint Post it	<p>Moderator introduces the session and the Challenge Board where all potential issues with implementation of a talent management system can be aired out.</p> <p>Participants are asked to freely write on post its and put them on the Challenge Board if they feel that some difficulties might appear during implementation of the system.</p> <p>Moderator presents what is a talent management system. Talent management system is a strategic management of human resources and planning of demand and supply in order to ensure that the organization can perform its functions and meet its goals.</p>
10:30 – 11:00	Talent Management in Political Parties	<i>Presentation</i>	Flip chart	<p>Talent management in political parties can be difficult to comprehend without practical examples. Luckily, political parties in Europe have already developed successful systems from which inspiration can be drawn.</p>

			If possible, presenter from a sister party	Please find some examples from VVD and D66 attached.
11:00 – 11:30	Break			
11:30 – 11:45	Functions of Talent management	<i>Presentation</i>	PowerPoint	<p>Talent management consists of 4 aspects or functions: Scouting, Recruitment, Training and Positioning.</p> <p>In a political party, this can take the shape of local boards actively seeking talented individuals to recruit to the party; having a training unit within the party that provides diverse educational opportunities aimed at developing skills, transferring information or teambuilding. Lastly, there could be an assessment process for new candidates and party officials.</p>
11:45 – 13:00	Demand assessment	<i>World cafe – 15 min rounds</i> <i>Table 1: Scout,</i> <i>Table 2: Recruit,</i> <i>Table 3: Train,</i> <i>Table 4: Position</i>	Flip chart	<p>Moderator explains the concept of the World Café and assigns rapporteurs to each table assessing demands in 4 key areas.</p> <p>Guiding questions:</p> <ol style="list-style-type: none"> 1) What does the party do in this field? 2) Where are the deficiencies that could be addressed? 3) What benefits a systematic approach and reform would bring? 4) How would this reflect on party's fortunes at elections? 5) Are the current processes aligned with the party's values?
13:00 – 14:00	Lunch			
14:00 - 14:15	Demand assessment	<i>Collate needs into Priorities for Party</i>	Flip chart	Rapporteurs report on the needs of the party, detailing issues and requirements that would need to be met across all 4 aspects.

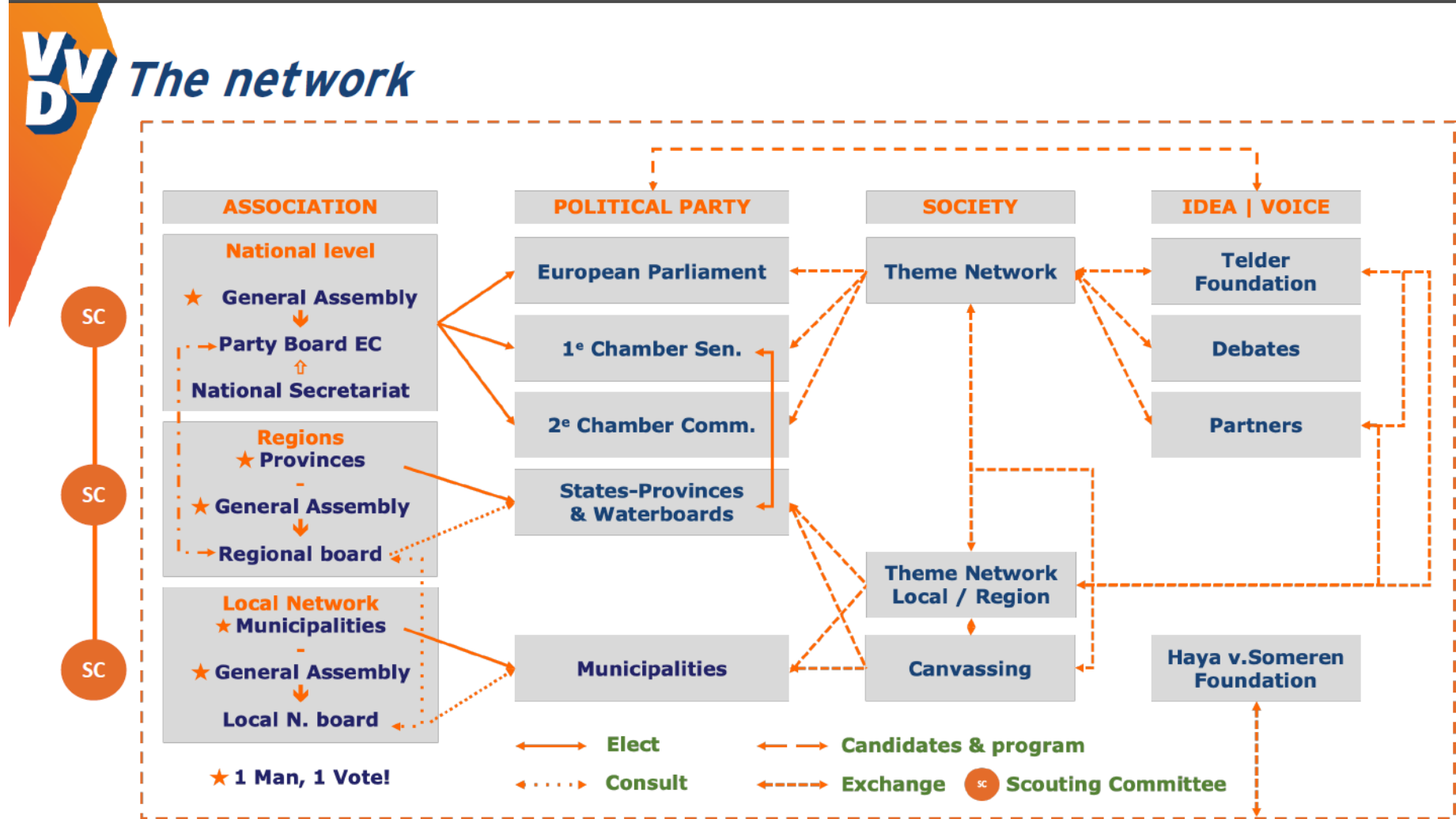
				Brief discussion with participants and rapporteurs identifies key priorities for reform of the party.
14:15 - 15:30	Supply assessment What we have What we need to establish to satisfy high priority demand	<i>World café 2 – 15 min rounds</i> <i>Table 1: Scout,</i> <i>Table 2: Recruit,</i> <i>Table 3: Train,</i> <i>Table 4: Position</i>	Flip chart	Moderator explains the concept of the World Café again and assigns rapporteurs to each table assessing “supply” or structures and processes that need to be implemented in 4 key areas. Rapporteurs keep an eye on the Challenge Board to address any misgivings on implementation of the system. Guiding questions: <ol style="list-style-type: none"> 1) What does the party do in this field? 2) Where could it improve? 3) Are there any good practices on the local level that need to be expanded to the national level? 4) Are there any good practices from sister parties that would work in your organization?
15:30 – 16.00	Break			
16.00 – 17.00	Wrap up first day	<i>Connect the Organizational Chart and the World café 2 results – existing and future functions and activities</i> <i>Facilitated Discussion</i>	Digital Organizational Chart	Moderator and an assistant present the current Organizational Chart of the party with functions and responsibilities as outlined in the statutory documents and practice. Moderator invites rapporteurs to report on the findings regarding solutions discussed in the previous sessions. After each presentation, moderator suggests and discusses which position could take responsibility for a new talent management function as identified previously.
19.00 – 21.00	Dinner	<i>Use to iron out any disagreement on previous session</i>		Depending on the situation in the party, it is likely that disagreement will arise either due to new workloads or perceived disruption of the current balance of power and responsibilities. Informal discussion can be good to resolve any underlying tensions.

DAY 2				
9.30 – 10.00	Action plan development - introduction	<p><i>Presentation</i></p> <p><i>Split into Task groups</i></p> <ul style="list-style-type: none"> -Political decisions, Statutes and internal guidelines -Organizational structure change and work plans -Change management and internal communication 	<p>Digital Organizational Chart</p> <p>World Café summaries</p>	<p>Moderator summarizes the discussions from Day 1 and present the organizational chart with new functions and tasks.</p> <p>Moderator explains the task at hand – operationalizing the agreed changes in three key areas:</p> <p>TG 1: Political decisions, Statute changes and internal guidelines</p> <p>TG 2: Organizational structure change and work plan development</p> <p>TG 3: Change management and internal communication</p> <p>The participants are invited to choose a task group to which the want to contribute.</p>
10.00 – 11.00	Action Plan Taskforce	<p><i>3 breakout groups to answer:</i></p> <ol style="list-style-type: none"> 1) <i>What is the objective</i> 2) <i>Who is responsible</i> 3) <i>What is the procedure & process</i> 4) <i>What resources we have & need</i> 5) <i>What is the timeline</i> 6) <i>What is the result</i> 	Flip chart	<p>During this breakout work, each task group focuses on what needs to be done in their area in order to implement the decisions made in the previous sessions.</p> <p>TG1 will focus on institutional changes and outline a plan of action to prepare political decisions of appropriate bodies and a timetable from now until changes are adopted.</p> <p>TG2 focuses on the structural reforms that need to be made and the roles and responsibilities that need to be given to new or existing bodies of the party in order to make the talent management system work.</p> <p>TG3 focuses on the adoption process and outlines internal communication tools, timing of it and the target audiences. The group also thinks of trainings, implementation monitoring and performance evaluation needed in order to track how well the system is performing.</p>
11.00 – 11.30	Break			

11.30 – 12.00	Action plans presentation and wrap up	<i>Presentation</i>	Flip chart	Moderator invites each group to present their action plan and opens the discussion. The discussed plans are taken as the basis for a debrief towards the party leadership which will be expected to assign final responsibility for the talent management development project.
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EXAMPLES OF TALENT MANAGEMENT SYSTEMS:

Example 1 – the network of VVD



Example 2 – education and training in VVD



Example 3 – Annual cycle of scouting, training, and selection in D66

2019										
Q1 Jan – March	Drafting advisory list	Preparation	Drafting advisory list	Preparation	exploratory meetings (LTC)	Scouting	Elections States-Provincial	Preparation		Development
Q2 April – June	European Elections Training EP: Team building & skills	Development	Senate Elections Training senators: Team building & skills	Development	Training members of House of Representatives: deepening knowledge & skills		Course political skills: deepening knowledge & skills	Development	Course political skills: deepening knowledge & skills	
Q3 July – Sep							Summer School: skills		Summer School: skills	
Q4 Oct – Dec										
2020										
Q1 Jan – March		Development		Development	exploratory meetings (LTC)	Scouting		Development		Development
Q2 April – June			Training senators: Team building & skills		Orientation meetings		Course political skills: deepening knowledge & skills		Course political skills: deepening knowledge & skills	
Q3 July – Sep							Summer School: skills		Summer School: skills	
Q4 Oct – Dec					Drafting advisory list	Preparation				Scouting
2021										
Q1 Jan – March		Development		Development	Training candidates: preparation & campaign skills Elections for the House of Representatives	Preparation		Development	Orientation meetings	Scouting
Q2 April – June	Training EP: Team building & skills		Training senators: Team building & skills		Training members House of Representatives: team building	Development	Course political skills: deepening knowledge & skills Summer School: skills		Course political skills: deepening knowledge & skills Summer School: Skills	
Q3 July – Sep								Scouting	Drafting advisory list	Preparations
Q4 Oct – Dec									Training candidate municipal council members: Preparation & Campaign skills	
2022										
Q1 Jan – March		Development		Scouting		Development		Scouting	Training candidate aldermen	Preparations
Q2 April – June	Training EP: Team building & skills		Day of Orientation – Senate		Training members House of Representatives: team building & skills		Course political skills: deepening knowledge & skills		Municipal Elections	Development
Q4 Oct – Dec		Scouting					Compiling candidate list Training candidates States-Provincial: Preparation & campaign skills	Development		
2023										
Q1 Jan – March		Scouting	Drafting advisory list	Development		Development	Elections States-Provincial	Development		Development
Q2 April – June	Day of Orientation EP		Senate Elections		Training members House of Representatives: team building		Course political skills: deepening knowledge & skills Summer School: skills		Course political skills: deepening knowledge & skills	
Q3 July – Sep			Training senators: Team building & skills	Development						
Q4 Oct – Dec	Drafting advisory list	Preparation							Summer School: skills	
2024										
Q1 Jan – March	Training EP: Top-10 candidates	Preparation		Development	exploratory meetings (LTC)	Scouting		Development		Development
Q2 April – June	European Elections Training EP: Team building & skills	Development	Training senators: Team building & skills		Orientation meetings		Course political skills: deepening knowledge & skills		Course political skills: deepening knowledge & skills	
Q3 July – Sep							Summer School: skills		Summer School: skills	
Q4 Oct – Dec					Drafting advisory list	Preparation				Scouting
2025										
Q1 Jan – March		Development		Development	Training candidates: preparation & campaign skills Elections for the House of Representatives	Preparation		Development	Orientation meetings	Scouting
Q2 April – June			Training senators: Team building & skills		Training members House of Representatives: team building	Development	Course political skills: deepening knowledge & skills		Course political skills: deepening knowledge & skills Summer School: Skills	
Q3 July – Sep							Summer School: skills		Compiling candidate lists municip	Preparations
Q4 Oct – Dec									Training candidate municipal council members: Preparation & Campaign skills	

Example 4 – D66 training and education system

Target group	Classification	Level/reach	Role	Goal	When	What do you offer					
(Future) Politicians	Scouting	National	→ elected representative →	ensure inflow of eligible candidates membership mapping passive to active membership orientation		masterclasses debate training topical sessions					
			→ public administrator →								
		Regional	→ elected representative →								
			→ public administrator →								
		Local	→ elected representative →								
			→ public administrator →								
		Training	campaign & 'basic values' training				National	→ elected representative & public administrator →	basics / preparation & advanced / specialisation		debating, media, leadership skills, teambuilding
								→ elected representative →	basics / preparation		media, debating, finance
							Regional	→ elected representative →	advanced / specialisation		political skills course
	→ public administrator →			basics / preparation		customized courses, for Spitzenkandidaten media, leadership and debate					
	Local			→ elected representative →	advanced / specialisation		peer-to-peer learning (group interview)				
				→ elected representative →	basics / preparation		media, debating, tools for council work				
	Local			→ public administrator →	advanced / specialisation		summer school				
				→ public administrator →	basics / preparation		media, peer-to-peer learning, integrity				
	Local			→ public administrator →	advanced / specialisation		summer school				
→ public administrator →		basics / preparation		summer school							
Development		All levels	→ all (future) politicians →	(Personal) Development	continuous	Networks (womens, diversity, etc); Talent programs (youth, professionals, etc)					
			→ all (future) politicians →	Membership Engagement							