



Treasury Board of Canada
Secretariat

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Canada

Talent Management of Executives in the Core Public Administration (CPA)

Office of Chief Human Resources Office
February 2025

Purpose

- 1** Provide an overview of the Executive Talent Management Program
- 2** Discuss areas of interest and questions

What are the requirements of talent and performance management?



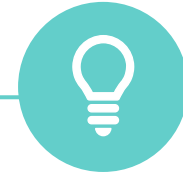
Application

- All substantive executives are subject to talent management.
- The process includes active and ongoing participation by the executives and their supervisor.



Assessment

- Potential and readiness for new challenges are assessed by considering ability, aspiration and engagement, as well as willingness to take on these challenges (Annex A).

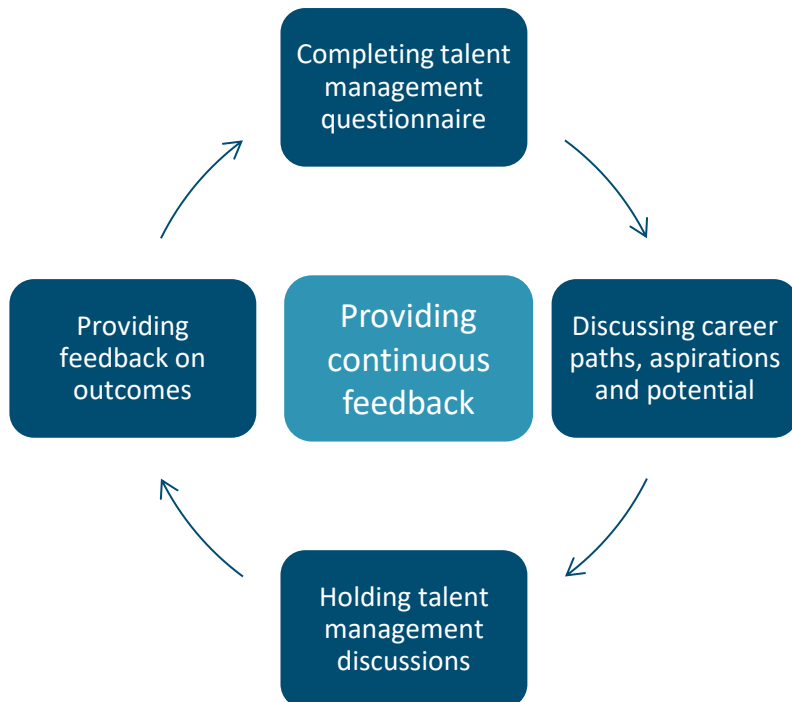


Calibration

- Organizational review committees support the fair and consistent application of talent assessments.
- Enterprise calibration and oversight to enable consistent interpretation and application of talent measures and ratings.

What are the phases of Talent Management?

Talent management is about ensuring that people are matched to the right job for their skills, competencies, and career plans – it is a process focused on identifying and enabling potential across the enterprise.




Talent Management – ORGANIZATIONAL and ENTERPRISE:

- Talent management of executives is conducted at the organizational level. OCHRO supports Deputy Heads in the management of the ADM talent pipeline (EX-03 and equivalent) through strategies tailored for employment equity groups.
- Assistant Deputy Ministers (EX-04, EX-05 and LC-04) are considered corporate resources and managed collectively to enable development and mobility across the public service. OCHRO supports the management of the ADM community through collective talent management, succession planning, resourcing and leadership development activities.
- Annually, recommendations of ADMs identified for advancement to the Deputy Minister level are presented to a committee of Deputies and the Clerk of the Privy Council.

What is the Talent Management Questionnaire?

2017-18
EXECUTIVE TALENT PROFILE / PROFIL DES TALENTS DU CADRE SUPÉRIEUR

	Peter Parker		
	Assistant Deputy Minister		
	Department A		
	Position Status / Situation du poste	Substantive Position	
	Current Level / Niveau actuel	EX-05	
Substantive Level / Niveau de titularisation	EX-05		

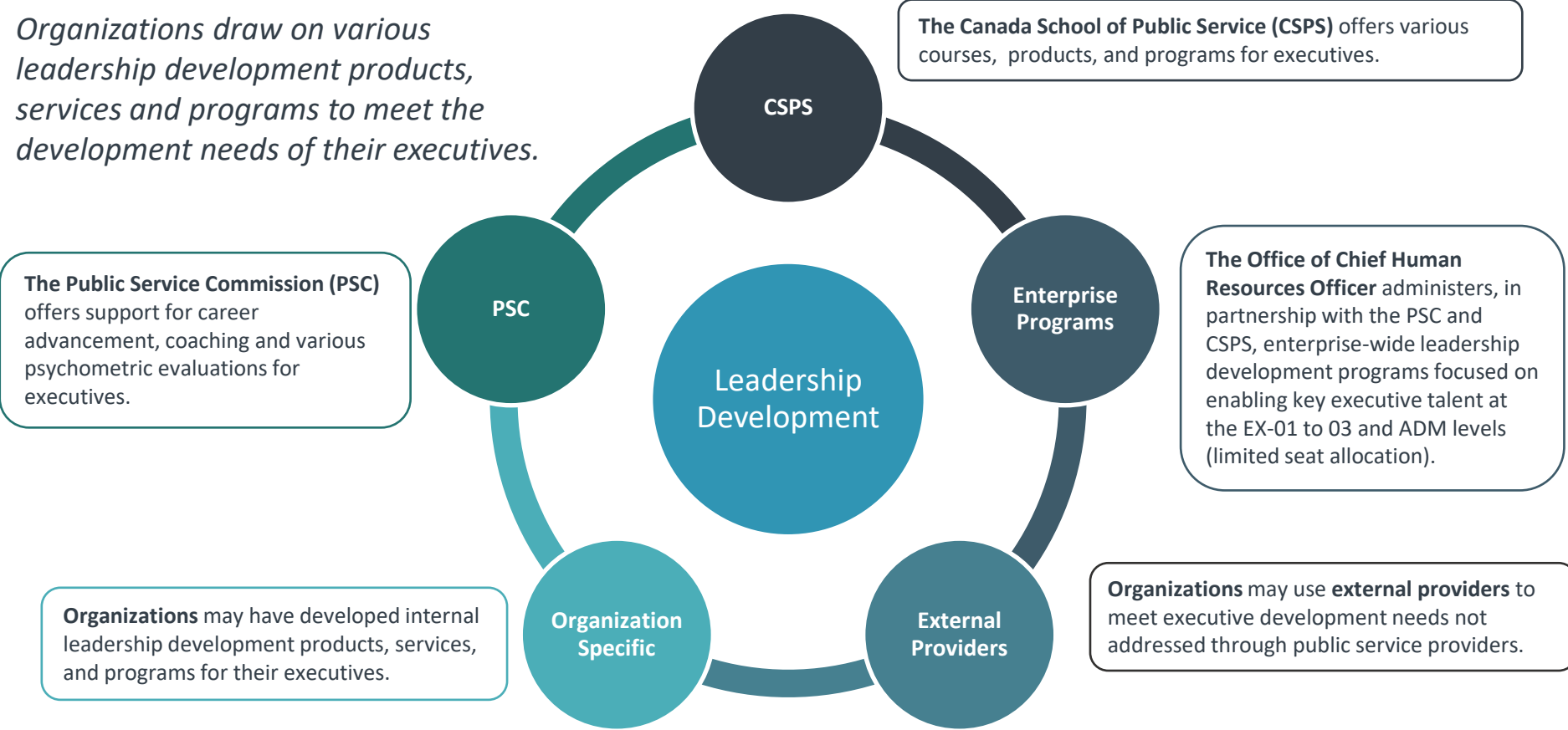
Appointment to Current Position Nomination au poste actuel	2015-09	Years at ADM Level Années au niveau de SMA	5 years, 2 months
Considering Retirement Envisage de prendre sa retraite	In 2 to 5 years	First Official Language Première langue officielle	French
Eligibility for Unreduced Pension Admissibilité à pension non réduite	2017-03-22	Second Language Evaluation Results Résultats d'évaluation langue seconde	E / E / E
Eligibility for Full Pension Admissibilité à une pleine pension	2020-07-18	Functional Community Collectivité fonctionnelle	Does not apply

TALENT MAP PLACEMENT / PLACEMENT DANS LE TABLEAU DES TALENTS						
READY FOR ADVANCEMENT/ PRÊT À ÊTRE PROMU	READY FOR LATERAL MOVEMENT/ PRÊT POUR UN TRANSFERT LATÉRAL	WELL-PLACED IN ROLE/ BIEN PLACÉ DANS SON RÔLE	DEVELOP IN ROLE/SE PERFECTIONNE DANS LE RÔLE	MOVE TO MORE SUITABLE ROLE/TRANSFER T VERS UN RÔLE PLUS APPROPRIÉ	TRANSITION TO RETIREMENT/ TRANSITION VERS LA RETRAITE	No PLACEMENT/ AUCUN PLACEMENT
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments / Commentaires :						
Peter Parker is a very competent ADM. He demonstrates the expected behaviours related to the key leadership competencies and has maximized his development in this position. He would benefit from moving elsewhere in the system to gain more experience.						
POTENTIAL AND READINESS / POTENTIEL ET ÉTAT DE PRÉPARATION						
Highest Level Expected / Plus haut niveau attendu						
Potential / Potentiel			Readiness / État de préparation			
Deputy Minister			12 to 36 months			
If the executive is not ready now, what does he/she need to be ready? Si le cadre supérieur n'est pas prêt à l'heure actuelle, de quoi a-t-il besoin pour le devenir?						
Moving elsewhere in the system to gain further breadth of experience and enhance his skills will help Peter Parker move up to the next level.						

- The Talent Management Questionnaire (TMQ) is a tool to facilitate discussions between the executive and their supervisor on strengths, areas for development and career aspirations.
- The TMQ is used to guide the talent assessment of executives and identifies their potential and readiness for new challenges by considering the key characteristics of ability, aspiration and engagement, as well as their willingness to take on these challenges.
- The assessment of talent enables the identification of a talent map placement for each executive (Annex A).
- Assessment results and talent placement inform succession planning discussions, support ongoing resourcing of senior leader jobs, and enable an aggregate view of executive demographics as well as talent information.

How is the development of executives supported?

Organizations draw on various leadership development products, services and programs to meet the development needs of their executives.



How can you prepare for talent discussions?

1

Showcase your talent

- Leverage the talent management questionnaire to speak to your strengths, areas for development, aspirations and career objectives

2

Align your interest with enterprise needs

- Develop breadth of experience to serve in a variety of roles
- Seek experience in digital and operational domains

3

Prepare for the discussions

- Share information on the talent feedback that was conveyed to you last year and how it impacted your leadership journey.
- Discuss your short and long-term career goals and what are your next steps towards achieving these goals. If it's a new challenge, in what type of organization or in making what kind of contributions?
- Discuss mobility within your department, the public service and/or in a different geographic location.
- Discuss your development needs, to prepare for your next role.



Annex A: Talent Map Placements

Ready for Advancement

Consistently and effectively demonstrates expected behaviours related to the key leadership competencies as well as the potential and desire for a more senior role. Promotion may be the best approach to maximize this executive's contribution to the organization and/or public service.

Ready for Lateral

Demonstrates expected behaviours related to the key leadership competencies and has maximized professional development in current position. Lateral opportunities would allow to gain further breadth of experience, enhance skills, satisfy current aspirations and maintain engagement.

Well-placed in Role

Demonstrates the expected behaviours related to the key leadership competencies and contributes to the success of the organization and / or public service. Current position continues to offer sufficient challenge to enable growth

Develop in Role

Current position offers sufficient challenge and opportunity for the executive to develop the key leadership competencies and demonstrate strengths and potential.

Move to More Suitable Role

Current position is not a good fit for the executive's skills, competencies, abilities or interests. Another position may provide the opportunity for the executive to demonstrate his / her strengths and potential.

Transition to Retirement

Executive has communicated intention to retire. A managerial, advisory or coaching role may be the best approach to maximize knowledge transfer and this executive's contribution to the organization and / or public service.

No Placement

Should be used only in exceptional circumstances when the executive cannot reasonably be placed in any other category.