

Key Talent Concepts

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INTRODUCTION

The following Key Talent Concepts are essential to a Talent Discussion. Please use the expandable menus to learn more about this topic.

Site Critical Positions

Site Critical Positions are positions that are key to delivering the site's Star Factory roadmap and are directly linked to the GBU's strategy.

- Site Critical Positions are identified by Site Leadership with Site HR Partners.
 - Site Critical Positions are not limited to Leadership positions and should not be based on hierarchy.
 - Sites should use the Critical Position Questionnaire to help them determine *whether* and articulate *why* a given position is critical.
 - Once identified, the list of Site Critical Positions should not change significantly, unless the GBU or Group strategy changes.
 - Site Critical Positions should have a documented succession plan that is validated with the potential Successor, their Line Manager, and Site HR on a regular basis to ensure they have a relevant development plan to progress their readiness.
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Priority Positions

Priority Positions are positions that require attention and action in the short term (3-6 months).

- Priority Positions are considered a priority due to a risk associated with the people in the role, whereas Site Critical Positions are considered "critical" due to the accumulative aspects of the role itself.
 - Priority Positions differ from Site Critical Positions in that a site's list of Priority Positions should evolve over time.
 - Ideally, Site Leadership identifies Priority Positions, then takes action to mitigate the risk. Once addressed, the position is no longer considered a "priority."
 - The use of the Priority Position Risk Assessment will help the site determine the level of risk and plan to mitigate the risk appropriately.
 - Directionally, no more than 5% of total positions at a site should be considered "priority" at any given time.
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Talent Commitments

Talent commitments are short-term, specific, and focused action plans (accomplished within 3-6 months).

- Leadership Teams make Talent Commitments during Talent Discussions based on insights and feedback from Line Managers.
- Leadership uses Talent Commitments as a way to collectively enrich and accelerate an individual's development plan.
- Site Leadership is accountable for delivering on Talent Commitments, and, at a minimum, should revisit and update the plans quarterly.
- Talent Commitments may also address a broad, multi-site need, via collaboration with Talent Attraction or L&D to develop relevant programs as necessary.
- Talent Commitments should be limited in number, at both the site and business levels, in order to spend time where we can make the biggest impacts.
- Leadership Teams can make Talent Commitments for *any* employee, and are not limited to "top talent."

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- [Succession & Development Planning Best Practices](#)
- [Syensqo's Approach to Succession Planning](#)

Support Material

- [Site Talent Discussion Toolkit](#)
- [Site Talent Discussion Templates](#)