# ASEAN CIVIL SERVICE
# TALENT MANAGEMENT INITIATIVES

## 1. PREAMBLE

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Viet Nam.

ASEAN seeks to promote economic growth and regional stability among its members through consultation, consensus, and cooperation based on the Treaty of Amity and Cooperation (TAC). By combining the member states' influence, SEAN has been able to affect Asia Pacific economic, political, and security trends to a much greater degree than its members could achieve individually. ASEAN's community building effort comprises three pillars: the Political-Security Community; Economic Community; and Socio-Cultural Community.

The ASEAN Economic Community envisages the following key characteristics: (a) a single market and production base, (b) a highly competitive economic region, (c) a region of equitable economic development, and (d) a region fully integrated into the global economy. These characteristics are inter-related and mutually reinforcing.

An ASEAN single market and production base shall comprise five core elements: (i) free flow of goods; (ii) free flow of services; (iii) free flow of investment; (iv) free flow of capital; and (v) free flow of skilled labour. ASEAN is also working towards harmonisation and standardisation, with a view to facilitate skilled professional movement within the region.

The ASEAN Civil Service Talent Management Initiative seeks to establish government organisation as an institution of choice for existing civil servants and fresh graduates as a strategy to make "government organisation as a preferred employer".

In order to attract and retain highly qualified civil servant and meet the organisation's vision and mission, a government institution should offer good talent management practice, good opportunities to achieve career goals and develop civil servants to their full potential.

The ASEAN Civil Service Talent Management Initiative endeavours to value and recognized the best talent through a thorough and fair remuneration.

The ASEAN Civil Service Talent Management Initiative endeavours to promote performance-oriented culture where everyone shares responsibility to develop talent management in their organisations.

The ASEAN Civil Service Talent Management Initiative endeavours to promote work-life balance environment; emphasizing on flexible working arrangements and welfare of the talents.

## 2. GENERAL STATEMENTS

1. ASEAN Civil Service Talent Management Initiative seeks to propose a talent management model for government institution and talent management practice among government institution in ASEAN Member States.
2. ASEAN Civil Service Talent Management Initiative seeks to encourage the sharing of best practices in talent management especially for government institution among ASEAN Member States.
3. ASEAN Civil Service Talent Management Initiative seeks to encourage talent exchange in government institution among ASEAN Member States.

## 3. DEFINITION OF TERMS

1. Performance: outputs/results delivered to clients, in accordance with the institutional definition of success.
2. Potential: the capacity, agility and willingness to learn new things, as well as being able to transfer them into performance in the current and future role.
3. Leadership and specialisation levels: the different levels of work which provide an indication of the complexity, value and impact of the role, as well as other level- specific factors.
4. Talent: individuals who meet or exceed performance expectations as well as demonstrate the potential to perform at the next level of work. This potential is indicated by the willingness and ability to develop new skills and take on challenges that come with bigger jobs, whilst in current role.
5. Talent Development: learning, training and developmental activities which are directed at improving competencies for the achievement of the government institution results. These activities should aim at enhancing the quality of work performance, unlocking the potential of civil servants and increasing job satisfaction, as well as enable the government institution to have a pool of suitably qualified talent for all levels.
6. Talent Management: a process of identifying, attracting, nurturing and retaining talent across the whole of government institution – to ensure achievement of government institution vision, mission and strategic objectives
7. Talent Pool: a group of civil servants who are high performers and in addition have potential to advance to the next leadership/specialisation level.
8. Standard Competence Directory: A competence directory describes the broad competencies and behaviours that are required by government institution
9. Standard Competence for Structural Position: Specific competencies that match to each requisite level of structural level position - outlining competencies needed to perform at the level of complexity required by the role as target for talent development three to five years from now.
10. Standard Competence for Functional Position: Specific competencies that match to each requisite level of functional level position - outlining competencies needed to perform at the level of complexity required by the specialization as target for talent development three to five years from now.
11. Top management commitment: involvement of internal and external stakeholders in talent management process and strategy.
12. Shared Vision: Sharing the same vision among the members of the organisation
13. Engagement: Talent management will promote sharing of expertise in organisations.

4. GENERAL PRINCIPLES

Integrated talent management process in government institutions could be developed in line with the following principles:

1. Clear roles and responsibilities**:** Talent management process could be designed to enable leaders to manage talent for the institution and individuals to be responsible for managing their own performance, development and career advancement.
2. Fairness and Transparency**:** Talent management process could facilitate the process of giving feedback, communicating expectations and being transparent, fair and consistent at all times.
3. Alignment**:** Talent management process could ensure that all people processes (i.e. promotions criteria) are linked and reflect the institution's values strategy and objectives – to ensure that institutional goals and strategies drive the quality and quantity of the talent needed.
4. Integration: Talent management process could integrate with other people management processes such as performance management; recruitment and selection; learning, training and development; remuneration and benefits; and employment equity.
5. Output-based: The assessment of performance, potential, and level of work could be evidence-based and measured where possible against agreed pre-determined benchmarks and outcomes – with periodic assessment and performance progress feedback being continuous.

5. PURPOSE

The purpose of the Talent Management Initiative is to facilitate and promote the achievement of government institution's vision, mission and strategic objectives through a process of identifying, attracting, nurturing and retaining talent across the whole of government institution.

Therefore, the objectives of talent management initiative in government institutions are to:

1. Encourage talent management process as a key tool to drive a performance-achievement oriented institutional culture that promotes productivity, engagement and development by aligning individual and team performance and institutions goals with the government institution's strategic goals, and objectives.
2. Encourage government institution to create and enable an equitable, supportive, and stimulating working environment, which values and empowers civil servants at all levels.
3. Suggest a comprehensive talent management approach for government institution and define the criteria for identification of talent; the performance management system; talent review process; talent development process, and talent retention process.
4. Promote the attraction and retention of high performing and committed talent in government institution which will enable it to achieve its strategic objectives through:
    a. Ensuring a continuous supply (short-term & long term) of competent talent for key leadership and specialist roles
    b. Enabling talent to perform at appropriate levels of competence
    c. Ensuring development & learning experiences address competencies (skills, knowledge and values) for different levels

5. Attempt to clarify individual and team performance requirements, success indicators, standards and expectations leading to improved institutional quality, efficiency and effectiveness.
6. Promote job fulfilment in a motivating and enabling environment by providing meaningful and challenging assignments to all our civil servants across different functions.
7. Suggest a fair and equitable transparent way to recognise and reward our talent - especially those with scarce and critical skills and targeted appointment in line with our employment equity objectives.
8. Encourage and enable civil servants to acquire competencies that allow them to perform their current duties with maximum effectiveness and efficiency, while preparing them for future growth (both personal and institutional).
9. Encourage civil servant to increase their productivity for better public service delivery.
10. Suggest a better structure of Human Resource Management in an organisation.
11. Encourage the organisations to find the right person for the right job.
12. Attempt to clarify the relationship between politics and government.
13. Promote future leaders for better management in public service.
14. Provide transfer of knowledge platform from the Subject-Matter Experts to the junior officers.

6. SCOPE OF APPLICATION

1. This Talent Management Initiative could serve as a reference for implementation of talent management in all government institution in ASEAN Member States.
2. Talent Management implementation could be applied to the management of all permanent civil servants of the government institution.
3. Each government institution is encouraged to have talent management plan. This plan could include high level proposal for the attraction, development and retention of talents.
   a. Recruitment: concept and plan as to what the government institution could do to attract and recruit best talent.
   b. Development: concept and plan as to what the government institution could do to develop their talent.
   c. Retention: concept and plan as to what the government institution could do to retain talent.
   d. Succession: concept and plan as to what the government institution must do to prepare talents who will follow/succeed managers/leaders.

7. TALENT MANAGEMENT PROCESS

Government institution's Talent Management process includes:
1. Talent Planning.
2. Talent Recruitment
3. Talent Development
4. Talent Retention
5. Talent Succession

7.1. TALENT RECRUITMENT

The government institution is encouraged to have a compliant and competitive hiring process to yield the greatest talent. Therefore, all government institutions could follow the same principles,

process and guidelines. When developing the talent recruitment process, government institutions could consider the following principles:

1. We recruit civil servant by encouraging and embracing diversity of culture, language, location and thought.
2. We treat people the way we would like to be treated while being respectful of their cultural norms.
3. We implement recruitment process based on standard competence directory, which include skills, attributes and qualities we require presently and in the future.
4. We implement standardized recruitment process to ensure the best qualified job applicants are recruited both internally and externally.
5. We implement process of hiring, internal promotions and transfers by evaluation of candidates' competencies against government institution competencies.
6. We make sure that our recruitment process is in compliance with Equal Employment Opportunity laws, local laws and regulations.
7. We make sure that the hiring process is balanced between accurate selection process and cost effectiveness.

### 7.1.1   Talent Criteria

Talent in government institution could be identified using the following considerations:
1. Performance
2. Potential/Competencies

### 7.1.1.1  Performance

The Government Institution's performance management system could be the key tool used to assess individual performance for the purposes of talent management.

#### 7.1.1.1.1.   The Performance Management Process

1. Setting goals and objectives – The aim of this step is to translate the organisational strategy to individual goals, increase skills and confidence of the employee and have the employee involved into the process so that he/she feels responsible and accountable for its completion. It is also important that a civil servant understand how their performance is going to be measured during the year.
2. Mid-year review (optional) – Mid-year discussion could be used to review progress and communicate achievements to the civil servants.
3. Year-end appraisal – During the year-end discussion the superior could provide feedback to a civil servant about the achievements, results and performance rating. The year-end evaluation could be the basis of reward management.
4. All civil servants are encouraged to complete their Performance Agreement at the beginning of each performance cycle. Their performance agreement could reflect the output, measures of success and targets, in line with performance expectations for the duration of the cycle.
5. The superior is encouraged to provide continuous performance progress feedback to civil servants and tackle any poor performance as soon as it has been identified to ensure effective management of the problem.
6. Performance review and assessment is a key feature of the Government Institution's Performance Management System. The aim of the review and assessment process could

be to promote strategic alignment, continuous learning and improvement through a process of self-assessment, assessment by line management and feedback. The reviews could also be an ideal opportunity to appreciate good performance and to celebrate successes.

7. The outcome of the assessment and the final ratings of civil servant could be one of the primary inputs into the government institution's talent management process.

8. Civil servants are encouraged to achieve performance standards of the current level before being put into talent pools and some of the performance standards at the next level.

9. Coaching and mentoring may be used as part of the performance management process and can be integrated particularly in the mid-year review, in the year-end appraisal, in the continuous performance progress feedback, and in the performance review and assessment.

### 7.1.1.1.2. The 3 Categories of Performance

The performance identification process aims to identify civil servants with the capability to deliver result and expected by superior, working unit, and government institution criteria. At government institution talent management, performance could be classified into three categories, namely; high performance, mid performance and low performance.

1. High Performance: civil servant has consistently produced exceptional results; exceeds expectations, is an inspirational leader

2. Mid Performance: civil servants Employee has produced solid (good and consistent) results; meets expectations

3. Low Performance: civil servants that are not meeting overall expectations; coaching and/or a performance improvement discussion may be recommended

### 7.1.2 Potential

Central to identification of talent is the concept of potential. In Talent Management context, potential could be seen as the existence of ability to handle future assignments or ability to operate at the next level and/or sustaining peak performance at the current level. Talent could be identified based on a combination of characteristics according to Standard Competence Directory and Competence Model of Structural/Functional Positions (or using other competency frameworks developed to suit the context).

### 7.1.2.1 Standard Competence Directory

1. Standard Competence Directory describes the broad competencies and behaviours that are required by government institution to deliver on its strategic mandate.

2. Standard Competence Directory describes what skills, attributes and qualities required at each level (leadership/ specialisation pathway) now and in the future.

3. Standard Competence Directory could be developed for each level, indicating competencies to be acquired, demonstrated and consolidated prior promotion to the next level of job/position.

4. Standard Competence Directory could contain Competence Proficiency Level Required. Competence Proficiency Level Required is level specific deliverable, which describes the increasing layers of complexity as roles change.

5.  Standard Competence Directory for Talent in government institution in ASEAN Member States is suggested as follows:
    a)  There are different kinds of values that individuals should demonstrate as they move up or progress laterally in the organisation. The values should be considered critically as talent is identified and developed to fulfil leadership and management responsibilities and will be built into the Standard Competence Model.
    b)  It is identifiable through complexity, time horizon and work demand (future oriented, extent of contact, responsibility, impact & stakeholders).
    c)  Each job level or grade contains Competence Proficiency Level Required that match to each requisite level of work – which are necessary for success. The pathway's descriptions & behaviours are level specific rather than job & hierarchy specific. Two talent pathways will exist (leadership & specialisation) and talent mapping will be performed for each pathway to ensure that the pipeline has a pool of suitably qualified talent.

7.1.2.2  The 3 Categories of Potential

Potential identification process aims to identify civil servants with expected capacity, agility and willingness to learn new things, as well as being able to transfer them into performance in the current and future role. At government institution, potential could be classified into three categories, namely; high potential, mid potential and low potential.

1.  High Potential: civil servants displaying capacity and agility to operate at the next level and beyond. They are promotable to the next leadership/specialisation level when they demonstrate the readiness, typically within a relatively short time frame.
2.  Mid Potential: civil servants displaying capacity and agility to do more. They are promotable to bigger jobs after they demonstrate the readiness, typically within the medium term.
3.  Low Potential: civil servants that are not displaying capacity and agility, or, displaying capacity and agility only for current roles. They are not promotable to the next leadership/specialist level – yet they still can be the back-bone of the institutional operation.

7.1.3    Talent Review Process

Government institutions 'talent management process outlines platforms for retrospective analysis relative to futuristic expected results and determines the type of talent and competencies required relative to challenges posed by each government's strategic objectives. The purpose of this step attempts to determine the talent strength of the institution and propose plans for retaining our talent competiveness.

7.1.3.1  Talent Identification

1.  This step is guided by the principle of successful leadership, namely: conceptual, personality and emotional intelligent – and their interdependencies; as well as our components of talent namely performance, potential and leadership-specialisation levels.
2.  Talent identification process could be supported by results from (1) a performance management rating; (2) potential review (3) the levels of work assessment.

3. The choice of tools could be determined by their compliance with our principles of objectiveness, fairness, and reliability and racially unbiased. The assessment processes could be used to evaluate potential and suitability for various roles.

7.1.3.2 Talent Mapping/Profiling

This step is guided by the outcome of talent identification process. The government institution talent could be profiled in accordance with our performance potential-matrix relative to leadership-specialisation levels. The outcome of this process is a visual and most probably a graphical representation of gaps and strength of each leadership level.

| | | POTENTIAL | | |
|---|---|---|---|---|
| | | LOW | MID | HIGH |
| PERFORMANCE | HIGH | Produces exceptional results, but does not have potential for next role or does not wish to progress beyond current role | Exceptional results, exceeds expectations. Will be able to move if provided with training or additional experience. | Consistently produces exceptional results, exceeds expectations. Has exceptional ability & desire to scale to broader role. |
| | MID | Produces good and acceptable result. Does not have potential for next role or does not wish to progress beyond current role | Produces good and acceptable result. Will be able to move if provided with training or additional experience. | Produces good and acceptable result Has exceptional ability and commitment to scale to broader role. |
| | LOW | Not meeting expectations. Does not have potential for next role or does not wish to progress beyond current role | Not meeting expectations. Has potential, and with the right approach, will be able to move if provided with training or additional experience. | Not meeting expectations. Has potential, and with the right approach, has exceptional ability and commitment to scale to broader role. |

7.1.3.3 Talent Executive Forums

1. Talent Executive Forums are governance structures consisting of management teams at different levels set up with the aim of identifying and monitoring talent management process within government institutions.
2. Talent Executive Forums could be implemented at Organisational and Divisional level. Depending on the size of the government institutions, some may need to be clustered together.
3. In order to be effective, Talent Executive Forums could meet at least twice a year in line with the performance review cycle.
4. The forums could comprise Government Institution Management, Superior, and Talent Management Team.

The Talent Executive Forums are encouraged to have the following responsibilities:

1. Review and Monitoring performance ratings of all civil servants as per talent mapping outcome.
2. Confirm the talent strength for the each working unit and proposed action plans for identified areas.
3. Propose and communicate talent plans for each leadership-specialisation level, as well as proposed succession-deployment based strategies within certain working unit.
4. Define and operationalise the specialisation levels definitions within certain working unit.
5. Define some key performance indicator, control, monitor, and improve talent management program success.

## 7.2    TALENT DEVELOPMENT

The government institution wants to ensure we have talent development process to maximise civil service potential. Therefore, talent development in government institutions could take reference from the following principles, process and guidelines.

1. All civil servants must be provided equal opportunities with regard to development opportunities.
2. It is critical to accelerate the development of talent pools to build internal capacity and ensure that there is adequate bench-strength at different leadership/ specialisation levels. Accelerating development of talent pools increases chances of advancement and this is critical for retention.
3. The type of development that an individual is undertaking should be matched with potential to ensure maximum benefit. If the individuals are too stretched this might lead to failure and vice versa.
4. Individual civil servants that are undertaking development still have a responsibility to perform at acceptable levels, except for long term development programs.
5. It is the responsibility of the institution to provide/allocate developmental opportunities or resources according to level of potential civil servants in organisation.
6. It is the responsibility of civil servants to implement the agreed upon development interventions captured in their Individual Development Plans (IDPs), which may be based on the results of performance evaluation, among others.
7. It is the responsibility of the superior to provide support and guidance to ensure development takes place.

### 7.2.1    Individual Development Plan

1. All civil servants are encouraged to complete an initial Individual Development Plan yearly.
2. Civil servants are encouraged to complete an Individual Development Plan which indicates areas of development in relation to the required job output and success measures for their position. In addition, all civil servants will have IDP elements completed in alignment with talent mapping results, to prepare them for future roles.
3. The IDP could form the basis for future training needs analysis conducted government institution in order to bridge the gap between the expected performance output and the competency gap identified

7.2.2    Development Programmes

7.2.2.1  Education and Training

1. Civil servants development could consist of compulsory and/or voluntary activities for development.
2. Education and training could address competency gaps and/or future challenges and enable civil servants to increase breadth and depth of competency to be able to effectively operate at different levels.
3. The Talent Executive Forums could have an oversight role with regard to the implementation of the compulsory development programmes and can recommend changes to the programmes based on their findings.

7.2.2.2  Coaching, Counselling and Mentoring

1. Coaching, counselling and Mentoring could be the key tools used to continuously improve job-related tasks and behaviours and to unlock the potential of civil servants to exhibit the behaviours and achieve the results expected by the Government Institution.
2. Whenever needed, government institution could develop a formal counselling, mentoring guidelines and coaching frameworks in this regard.

7.2.2.3  On-the-Job Development

1. Government institution could exercise On-the-Job Development whenever possible as this type of learning is the most effective in ensuring transfer of skills and learning. Civil servant could have opportunity of on-the-job development activities such as:
    a. Job Rotation
    b. Strategic projects
    c. Action learning project assignments
    d. International projects
    e. Acting positions
    f. Job Shadowing – learning by following and observing a leader performing his or her role
    g. Community attachment programs – attaching officers to grassroots organisations to gain a better understanding of community needs
    h. Private sector secondment – seconding officers to private sector companies either to learn from those companies or provide exposure to those officers to understand business instincts and acumen
    i. Public-private exchange programs – exchanging officers between the public and private sectors to encourage cross-learning

2. Selection of any interventions of development program for talent could be guided by the type of competency to be developed, supervised by Talent Executive Forum, since each development program will work differently for different competencies.

7.3    TALENT RETENTION

The government institution could ensure that we develop policies and plans that organisations follow to treat, motivate and reward talent in organisation, reduce turnover and ensure all civil

servants are engaged and productive. Therefore, talent retention in government institutions could take reference from the following principles, process and guidelines.

1. The government institution could introduce policies and plans to increase civil servant productivity, reduce turnover and attrition and ensure all talent are engaged in long-term.
2. The government institution talent retention strategy is encouraged to be tightly aligned with organisation vision, mission and strategy.
3. The government institution is encouraged to be aware the importance of civil servant top-performer retention because top performers drive institution's performance.
4. The government institution should study which practices work and what should be focused on to retain and motivate top performer civil servant.
5. Talent retention process in government institution is encouraged to make sure that the right people in the organisation are assigned to the right jobs.
6. The government institution could have many approaches such as job security, recognition, rewards and motivations, flexible work arrangement, work-life balance, employee engagement, health and safety, communication, workplace diversity, formal wellness programs, inclusion and employee development and exchange program in the ASEAN region that could become the part of institution retention strategies.
7. Government institution could provide talent a more challenging task and dynamic environment.

STRATEGIC MEASURES FOR SUCCESSFUL TALENT MANAGEMENT

The Recruitment

The government institution could develop strategic measures in the recruitment process as follows:
1. Develop flexible ways of talent scouting;
2. Create pool of talent in government institutions in ASEAN Member States
3. Degree of using application data to speed up decision process and accuracy in Talent Management

The Development

The government institution could develop strategic measures in the talent management process as follows:
1. Create Leadership Development Program in government institutions in ASEAN Member States
2. Develop new ways to find new leaders such as hunting, fishing & trawling.

The Retention

The government institution could develop strategic measures in the talent management retention process such as:
1. Creating flexible working arrangement and environment to cater best talent in government institutions in ASEAN Member States
2. Enhancing existing rewards and recognition system to retain best talent. (e.g. Pay for Performance, Career Opportunities, Incentives, Best Career Path for Best Talent etc)
3. Creating a better succession plan to prepare for future leaders.

7.4    TALENT MOVEMENT AMONG ASEAN MEMBER STATES

The government institution could enhance civil servants career and professional development in of their particular job family through an exchange program between government institutions among ASEAN countries. Talent movement among ASEAN Member States could take reference from the following principles, process and guidelines.

1. The objective of talent movement among government institution in ASEAN Member States is to create circulation, promotion and exposure of management practices within ASEAN Member States
2. Talent movement among government institution aim to expand government officials networking as this can help make it easier for them to perform their respective service tasks.
3. The government institution could develop system and procedure of government officials exchange schemes to facilitate the civil servants' international mobility and professional development among ASEAN Member States.
4. The government institution could facilitate senior executives services exchanges that help job enrichment and job enlargement) to government officials.
5. The government institution could use senior executives services exchanges as a development method to increase the experience, exposure and learning process among the civil servants
6. Government institution in ASEAN Member States could open senior executives services exchange for institutions, careers, jobs, or positions, wherever feasible, as follows:
    a. HR specialist / Educational professor.
    b. Internship (6 months – 1 year or more ) program
    c. Supervisor program (depend on the project)
    d. Trainer program
    e. Second- ment program
7. The government institutions are encouraged to clarify the regulations of government officials exchange covering the period of employment, age, occupation level, occupation, work unit, cost, and length of talent exchange
8. Talent movement among ASEAN Member States could be implemented upon approval of the head of the respective government institutions of the respective countries involved.


7.5    TALENT MANAGEMENT SHARING AMONG ASEAN MEMBER STATES

We could build a framework for sharing best practice of talent management between government institutions among ASEAN Member States. We could encourage sharing among ASEAN Member States through exploring the following ways, where possible:

1. Increase education, training and courses on talent management topic to all civil servant in all government institution.
2. Share publication such as book, journal, and magazine article about talent management system in private and public sector.
3. Increase productivity in case study writing for successful talent management implementation practice in government institution.
4. Conduct workshop and seminar on talent management for civil service among ASEAN Member States.
5. Set an annual basis meeting agenda to share new practice, new case study, and good practice for talent management among ASEAN Member States.
6. Share and learn from best practices among ASEAN +3 countries

7. Conduct study visit to ASEAN +3 countries
8. Explore possibilities of a cross fertilization program among ASEAN +3 countries in certain areas
9. Conduct an exchange of expertise program among ASEAN +3 countries
10. Create a digital-platform for data/information exchange among ASEAN countries