THE SOUTH AFRICAN HR COMPETENCY MODEL: Talent as a key capability

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Agenda

• Introduction – SALGA Value Chain

• HR Competence – Talent Management

• Position of Talent Management Standard

• Review of 20 Talent Management Audits

• Lessons learned
The role of HR ...
HR VOICE STRATEGY: 2016-2018
SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION

HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES (VALUES), 6 TOP PRODUCTS, 7 PRIORITIES

ACTIVE CITIZENSHIP: STAKEHOLDER ENGAGEMENT & IMPACT
The HRM & D Value Chain

Organisational Culture Development and Effectiveness
Employee Relations Management (Incl. LR & Collective Bargaining)

Talent Management (Critical Positions & High Performers)

Human Resources Administration, Disclosure and Reporting

HR Assurance and Wellness
Information Systems & Technology (HRIMS)
People Management Competence & Benchmarking

SALGA Blueprint
Talent Management Capability

DEFINITION

Design and integration at a strategic level of HR activities which serve to secure and engage the skilled individuals needed to achieve organisational strategy in the short, medium and long term.
Competency Outputs

1. Employment Value Proposition

2. Skills acquisition and retention strategies

3. Leadership development

4. Integration of talent management activities

5. Succession management
HR Professional Practice Standards

- Absenteeism management
- Career management
- Coaching & mentoring
- Collective bargaining
- Disciplinary procedure
- Dispute resolution
- Diversity management
- Grievance procedure
- Leadership development
- Learning design
- Learning evaluation
- Learning needs analysis
- On-boarding
- Organisation design
- Performance appraisals
- Recruitment
- Remuneration benchmarking
- Selection
- Succession planning
© SABPP HR MANAGEMENT SYSTEM STANDARDS

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

Prepare
Strategic HRM
Talent Management
HR Risk Management

Imple-ment
Work-force planning
Learning & Development
Performance Management
Reward & Recognition
Employee wellness
Employment Relations
Organisation Development

Review
HR Service Delivery
HR VALUE & DELIVERY PLATFORM

Improve
HR Technology (HRIS)

HR MEASUREMENT
HR Audit: Standards & Metrics

HR COMPETENCIES
3 Components of a Standard Element

Definition
- What is it?

Objectives
- What do we want to achieve?

Application
- How can we make it work in practice?
Why do we need the Talent Management standard element?

- To foster a common language in a rapidly evolving field
- To provide a benchmark in practices, processes and implementation against which to measure proposed interventions.
- In the context of increasing competition in skills, TM is a key strategic element in HR.
TALENT MANAGEMENT STANDARD

DEFINITION
Talent Management is the proactive design and implementation of an integrated talent-driven organisational strategy directed to attracting, deploying, developing, retaining and optimising the appropriate talent requirements as identified in the workforce plan to ensure a sustainable organisation.

SABPP (2013)
TALENT MANAGEMENT

OBJECTIVES

2.2.1 To build a talent culture which defines the organisation’s philosophy, principles and integrated approach to talent, which leverages diversity and is communicated in a clear employment value proposition.

2.2.2 To identify strategically critical positions and leadership roles and capabilities in the organisation into the future from the Workforce Plan that will determine the sustainability and growth of the organisation.

2.2.3 To set up processes and systems which will:

• Attract a sustainable pool of talent for current objectives and future organisation needs.
• Achieve employment equity progress in the spirit of the legislation to achieve transformation.
• Manage the retention and reward of talent.
• Develop the required leadership skills.
• Plan for succession to key roles
• Identify high potential employees and link them with key future roles in the organisation through monitored development plans.
• Identify through assessment the optimal development opportunities for talent.

2.2.4 To agree appropriate roles for relevant stakeholders in the development and management of talent.

2.2.5 To monitor and report on talent management key results areas and indicators.

SABPP (2013)
STRATEGIC TALENT MANAGEMENT PROCESS

Talent Management philosophy, principles & approach

Leadership & key competencies frameworks

Talent needs analysis (from Workforce Plan)

Labour market analysis

Long term talent demand/ supply forecast

Talent review (what have we got and will talent be ready in time?)

Gap analysis

Talent Management System (job profiles, skills audits, development plans, succession plans, career pathing, talent reviews, communication strategy)

Talent Management Interventions (how/where to source, on-boarding, accelerated development, links to performance management and reward)

Strategic Talent Management
AUDITED RATINGS – OVERALL AVERAGE

(20 companies – 6 provinces)

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

- Strategic HRM 5.8
- Talent Management 4.5
- HR Risk Management 6.3

FUNCTIONAL & CROSS FUNCTIONAL HR VALUE CHAIN

- Workforce Planning 5.6
- Learning 6.3
- Performance 6.1
- Reward 6.1
- Wellness 6.5
- ERM 6.4
- OD 5.5

HR SERVICE DELIVERY

- HR Service Delivery 5.5

HR VALUE & DELIVERY PLATFORM

MEASURING HR SUCCESS 4.8

HR Audit: Standards & Metrics

HR COMPETENCIES

Prepare

Imple-
ment

Review

Improve
State of Talent Management

Self-assessment (405 companies)

Average score: 43%

Audited scores (20 companies)

Average score: 45%
What the Auditors are looking for?

Quality approach
- Sound?
- Systematic?
- Integrated?
- Reviewed & updated?

Extent of application
- Across whole organisation?
- Up and down the organisation?

Quality of results
- Positive trend in results?
- Sustainable?
- Targets met?
- External benchmarks?
- Approach vs results?
“An HR Management performance audit is future orientated and can identify areas for organisational improvement. HR Auditing crosses the boundaries between HR management and auditing … it can be a suitable method for evaluating the contribution of HR activities to organisational objectives assessed on the basis of value for money.”

Dr Chris Andrews, HR Director: Bond University
## Talent Management Audit Evidence

<table>
<thead>
<tr>
<th>Talent Standard Requirements</th>
<th>Type of Evidence</th>
<th>Sources of Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a talent culture</td>
<td>Documents, employee surveys, EE plans &amp; reports, interviews</td>
<td>HR professionals, Senior line managers, Identified talent</td>
</tr>
<tr>
<td>Identify critical positions and leadership roles &amp; capabilities from workforce plan</td>
<td>Documents</td>
<td>HR professionals, Talent council minutes</td>
</tr>
<tr>
<td>Set up processes &amp; systems to attract, manage, develop, retain</td>
<td>Documents, discussions, EE plans, statistics, competency models, IDPs, MDPs, TM reports, succession plan, career paths, assessment processes</td>
<td>HR professionals, Line managers, City Manager</td>
</tr>
<tr>
<td>Agree appropriate roles for stakeholders in TM</td>
<td>Documents, Discussions</td>
<td>HR professionals, line managers, employee forums</td>
</tr>
<tr>
<td>Monitor &amp; report on TM KRAs and indicators</td>
<td>TM reports</td>
<td>HR professionals, Talent Council</td>
</tr>
</tbody>
</table>
Celebrating HR Audits: The pioneers
HR Audit - Certification

CERTIFICATE OF HR AUDIT

This is to certify that Business Resource Development Gauteng HR management system has been successfully audited and certified as meeting the requirements of the National Human Resource Management System Standard.

[Signatures]
National Winner – HR Audits
Talent Management Audits lessons

• Good overall talent conceptual models
• Overall general commitment to talent management in principle, but governance needed (Talent Council)
• Lack of talent management integration and alignment – talent system, practices, interventions
• Extent of application is limited (strategy + execution)
• Poor alignment with labour market (reactive)
• Pockets of excellence in certain practices, but talent culture not well established – talent must thrive
• Role of leadership is key in driving talent management
• All HR functions pulling together to make it work
• It is all about tangible evidence
• Limited measurement of talent management
Employer Branding Standard

INPUTS
- TALENT STRATEGY INCLUDING EVP
- PRODUCT/SERVICE BRANDING STRATEGY & PLANS
- MULTI-FUNCTIONAL PROJECT TEAM
- EMPLOYER BRAND BUDGET

PROCESS
- Define Employer Brand Proposal
- Test proposal for internal & external market research
- Finalise brand, define implementation plan & budget
- Implement plan
- Market research
- Review and improve

OUTPUTS
- Brand with full branding manual
- Integration of brand with all HR practices
Succession Planning Standard

**INPUTS**
- ORGANISATION STRATEGY & BUSINESS PLAN
- IDENTIFICATION OF KEY ROLES
- COMPETENCY MODELS & JOB PROFILES
- WORKFORCE PLAN
- TALENT/POTENTIAL REVIEWS

**PROCESS**
- Determine if position would be filled/restructured/eliminated
- Identify emergency plans
- Identify potential successors
- Consolidate and analyse

**OUTPUTS**
- Individual Development Plans
- Organisation design plans
- Departmental & consolidated succession plans
- Retention plans

**MONITOR + EVALUATE + COMMUNICATE**
I invite Ethekweni HR & Talent Team in joining the National Talent Community at Talent Talks.

- Daily article on Talent Management
- Bi-monthly talent exchanges
- Annual Talent Community Engagement

Access your free articles on www.talenttalks.net Twitter @talenttalksnet
11 cases – 22 June
Conclusion

Talent Management is a key HR capability. The HR Standards and Audits have changed the face of people management in South Africa. The first set of Talent Management audits conducted against the National HR Standards provides some useful lessons in taking talent management forward.

Best wishes in making a success of talent management in local government.
We set and audit HR standards!

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