

Is Talent Management a Golden Egg?

TALENT MANAGEMENT MADE EASY

There are volumes of literature on Talent Management as we discovered, when searching for a process to implement in a medium sized company. Eventually we sat down and brainstormed all that we had read and tried to find a simple, workable process that all employees would understand and buy in to and that would link to our HR and business strategy. After much planning we are now in implementation phase. And our process we mapped is as follows below.

Talent Management is really quite a simple process that is often made more complicated than it is. Talent Management, in our view is simply an all inclusive umbrella process that encompasses and includes the processes of career and succession planning that can be considered as sub processes within the broader process of talent management. It also involves revisiting HR policies, procedures and practices such as recruitment, company orientation, job induction, training and development, performance management, transfers, promotions, employee relations and remuneration and reward systems in order to attract new talent to the organization and retain existing talent within the organization. It's ultimate goal being to ensure business continuity through increased profitability and growth achieved by having the "right people in the right positions at the right time on the bus". Our biggest strength in achieving business goals is through our people. As Dr Urin Ferndale, Edcon says "people are the heart of our business."



Beekman Brothers Group Talent Management Model

We believe that this model, the pivot of which is the golden egg of business continuity, translates and achieves the strategic intent of the organisation through the alignment of business and individual needs. This is not idealistic but highly implementable as is illustrated by our talent management process below.

The key objectives of a Talent Management Process are to:

- Create a talent and succession pipeline of trained, multi skilled, experienced, committed and motivated employees who are ready to step into positions as required.
- Identify, high potential, high performing employees.
- Ensure that the identified talent is retained accordingly.
- Develop and enrich the organisation's intellectual capital by taking into account both the employee's and the organisation's needs on an ongoing basis.
- Create a common organization language and process about building people capability.
- Ensure consistent and focused succession planning within the organisation.
- Ensure that the "solid citizens" where the bulk of the workforce exists are not neglected.
- Encourage the poor performers to reverse the negative trend, hereby shifting the organisation's performance curve towards high performance.
- Ensure business continuity and sustainable growth by building the talent pipeline and ensuring fill for key positions.
- It contributes towards retaining of employees that are valuable to the business.

Why is Talent Management critical?

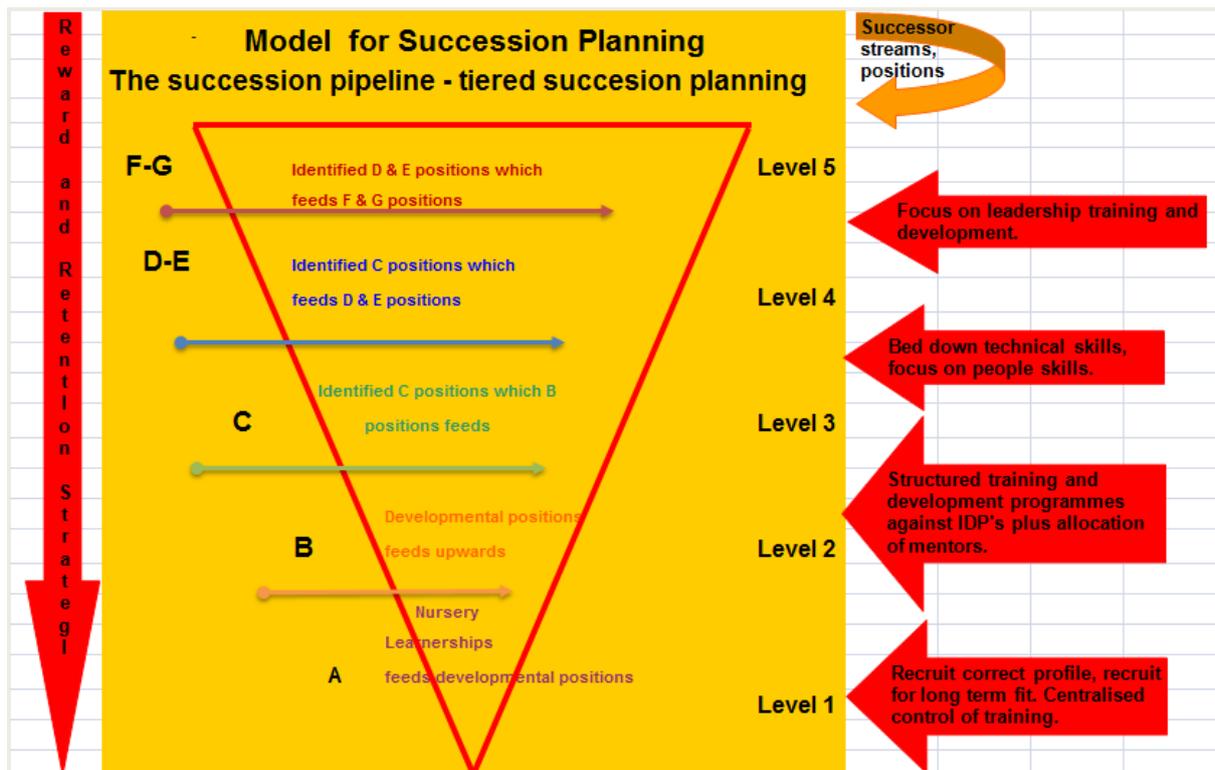
Talent management is critical for every organization as the business environment is becoming more competitive with an ever shrinking skills pool and companies need to be innovative in devising strategies to retain existing talent and hereby maintain a competitive edge.

Career Planning and Management, how does this fit in with Talent Management?

It is a process of planning the careers of employees in the organization in such a way as to develop them and enhance their skills in accordance with the requirements of their current jobs and possible future positions in the organization.

Succession Planning and Management how does this fit in with talent management?

This is a process of mapping potential successors and developing them through a training plan with the requisite interventions in order to ensure that they build the capabilities they need to advance in current positions and future key roles.



Beekman Brothers Group Succession Planning Model

Training Library and Training Tracker

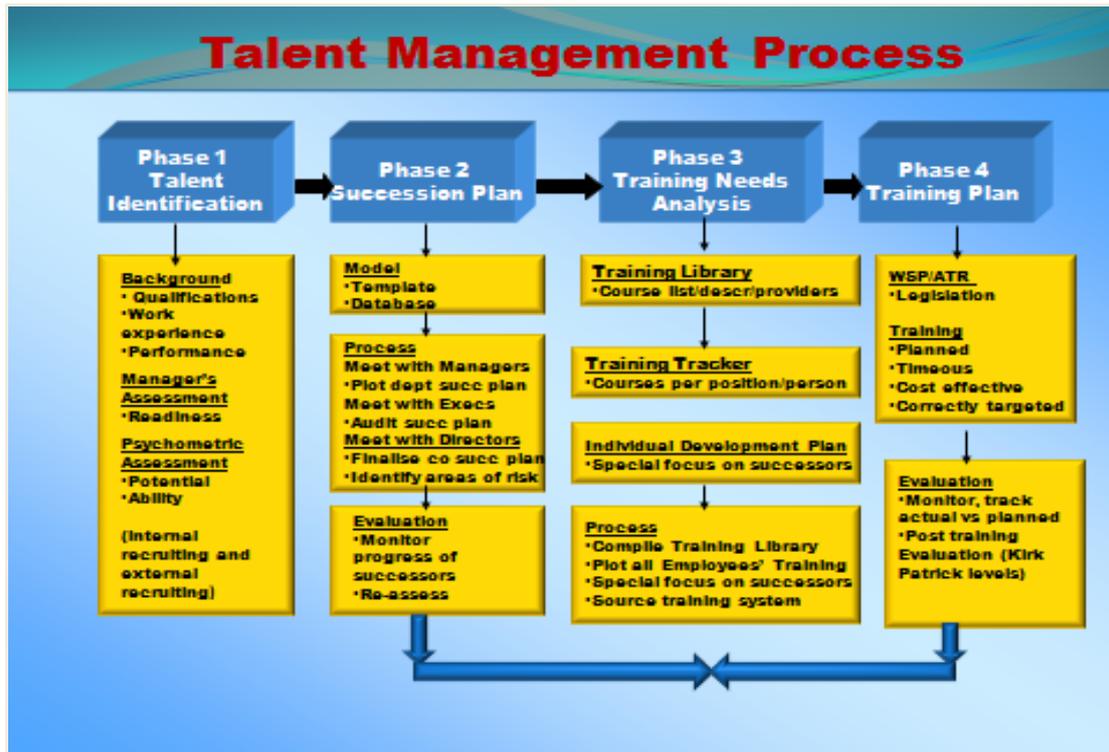
The **Training Library** is a series of courses both internal to the company and company specific and external by external providers that will equip you to select the right course. It is a process that will enable you to book effective in-house, "face-to-face" group or individual training.

The **Training Tracker** will assist in planning training requirements and is an easy-to-use process which will assist you to plan and monitor employee training. The training tracker plots essential or core and 'nice to have' courses per position and per individual.

Talent Management Process

The Talent Management process consists of the following four easy to use phases:

- Phase 1 – Talent Identification
- Phase 2 – Succession Plan
- Phase 3 – Training Needs Analysis
- Phase 4 – Training Plan



Beekman Brothers Group Talent Management Process

Phase 1 – Talent Identification

This phase involves gathering relevant data on all existing employees and new wishing to enter the organization in terms of:

- Performance
- Potential
- Readiness

Phase 2 – Succession Plan

This phase involves compiling the actual Plan:

- Plot key performers
- Cross pollination across departments
- Audit the plan regularly
- Make training recommendations

Phase 3 – Training Needs Analysis

This phase involves identifying the actual training required:

- Training Library
- Training Tracker
- For successors , solid citizens & other individuals

Phase 4 – Training Plan

This phase involves plotting the training and also legislative requirements.

- Work Place Skills Plan
- Training Occurrences
- Annual Training Report

- Monitor Actual vs. Planned
- Work Place Skills Plan
- Post Training Evaluation

It is essential to find an integrated HR system that will manage your business process as documented above. We suggest first mapping your business processes prior to sourcing a system or prior to adapting and enhancing your existing system. Implementing this process should be accompanied by a change management and communication and awareness programme.

Value to an organisation

- It aligns individual aspirations of career success with strategic business goals.
- Enhances performance and productivity, employees believe the company regards them as part of the overall plan and not just numbers.
- Reduces costs due to lower employee turnover as it will encourage employees to remain in the organization and build their careers.
- Improves the likelihood of retention of key talent and rare skills.
- Ties in with Employment Equity, Skills development, BBBEE and employer branding strategies

Value to Employees:

It will provide employees with:

- Information and feedback in terms of own current career status and career growth prospects.
- The tools and resources employees need to manage their own careers.
- Feedback in terms of skills and abilities needed to achieve current and future career goals.

NB: We've worked on the premise that Talent identification applies to external persons wanting to enter the organisation as well as internal staff movement.

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