



## Align HR talent management framework in action

### Step 1: Develop a Competency Framework:

A competency framework provides the central structure to deliver on an organisation's talent management framework. A competency framework defines the knowledge, skills and attributes needed for people in an organisation. The integrated framework serves as the link between individual performance and business growth. This provides the platform so an organisation can **attract** the right people as well as **retain** and **grow** people capability. This ensures employees are competent, have the opportunity to grow and you have the ability to identify talent at all levels to build a sustainable business with the people leadership, business and technical skills and behaviours at all levels to drive the business forward.

### Step 2: Building and integrating the talent management framework:

#### Recruitment & Selection

Resources and services should be developed around the framework to attract talent and ensure managers select and assess individuals against competencies required for each role. For example interview questions and selection criteria as well as job descriptions include skill competencies. Induction process is also critical for both employer and employee.

#### Training & Development

A training matrix should be developed against each key position so managers can identify the specific training needed to up-skill and further develop individual staff against competencies required in the role.

#### Performance Management

Performance appraisals for all positions should include assessment against role competencies. The company scorecard should filter down to business unit, team and then personal objectives to ensure alignment to business outcomes annually.

#### Reward Management

Performance-pay strategies, value-reward programmes and initiatives ensure employees are rewarded for quality work, feel valued and motivated to achieve.

#### Succession Management

Managers need training on succession planning and organisations need a succession management framework and data capture capability that is accessible and integrated to build leadership and talent pipelines as well as people capability.

#### Career Management

Individual development plans as well as a career plan with identifying career pathways can motivate and inspire employees to strive and focus on their career within the organisational structure.

### Step 3: Report, Review, Revise

Reporting structures and performance metrics need to align and flow from team reporting through to business units and company scorecard. Monitoring results will help determine course of action to ensure continuous improvement.

Align HR's Talent Management Framework



PULSE SERIES 2:

## AlignHR's

2011

## Talent Management Framework Pulse



### Talent Management

#### Definitions:

"Talent management is the strategy that drives the specific events that people experience in the workplace".

"the strategic management of the flow of talent in an organization".



"People are not your greatest asset. The right people are."

Jim Collins, Author

### Transformation: A new focus

#### Talent Management —

Challenging workforce issues confront HR, including:

- Heightened competition for skilled workers
- Impending retirement of the baby boomers
- Low levels of employee engagement
- Acknowledgement of the high cost of turnover
- Arduous demands of managing global workforces
- Importance of succession planning
- Offshoring and outsourcing trends.

This requires new thinking and a new mission to achieve business success. These factors—coupled with the need to align people directly with corporate goals—are forcing HR to evolve from policy creation, cost reduction, process efficiency, and risk management to driving a new talent mindset in the organization.

### Talent Management attract and retaining the best people ...

Best-practice organizations have identified talent management as the key component of their business strategy to differentiate themselves from the competition and achieve desired goals.

#### "Workforce cost is the largest category of spend for most organizations" ....

So it is important to attract, retain and grow talent.

Research and empirical evidence suggests attracting and retaining the best people tend to be based on:

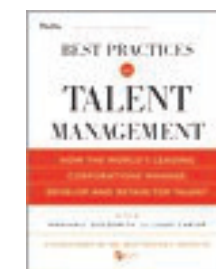
- Build a winning environment in which people will want to belong to;
- Establish a talent management mindset, which embeds ownership and accountability for optimizing talent and potential;
- Create tangible means to identify, select and deploy talent;
- Fully engage talent, use it and manage it intelligently.

With an effective talent management framework in place—attracting and retaining talent will impact greatly on reducing recruitment costs, increasing productivity levels as well as customer satisfaction and shareholder return. A partnership with Align HR will not only increase capability levels in your business but also your bottom line.

#### Talent Management Textbooks:



Berger, L., and Berger, D. (2010). Creating a sustainable competitive advantage by selecting, developing and promoting the best people (2nd ed.). McGraw-Hill.



Goldsmith, M., and Carter, L. (2009). Best practices in talent management: How the world's leading corporations manage, develop, and retain top talent. John Wiley and Sons.

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