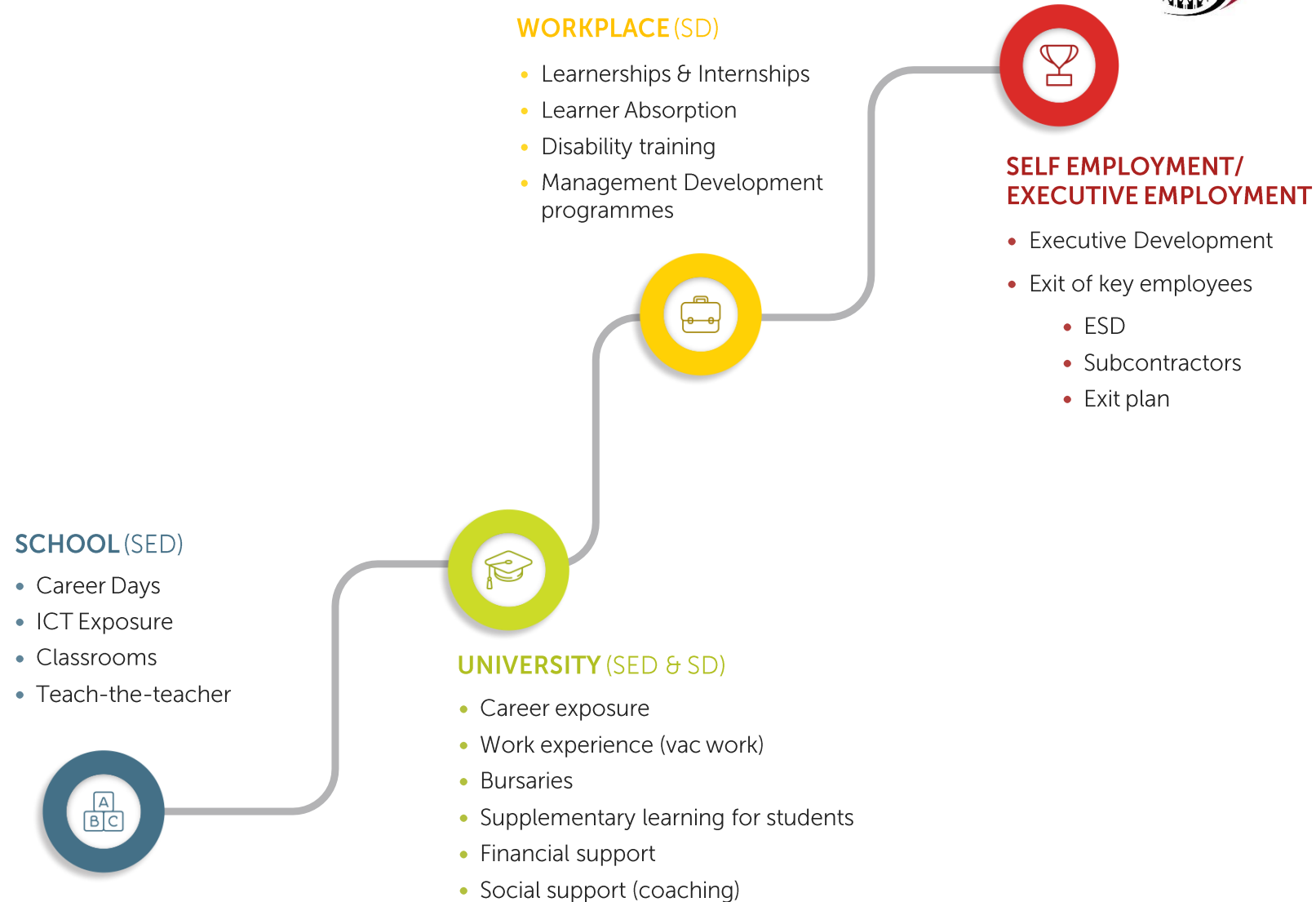


*Innovation in Talent
Management: growing the
talent pool*

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Youth Employment Solutions

- Minimum wage is set to rise by almost 35% making employment growth difficult in the current environment;
- The roll-on effect will be the necessity to
 - increase SDL, WCA, UIF, over-time and PAYE contributions;
 - to increase Skills Development investment (as per the Codes of Good Practice at 6% of basic leviabale payroll)
 - to increase the investment in employee benefits (relative to salary bands)
- The solution is not to decrease the number of jobs
- The solution may well be to rethink the term “learning organisation” and to rethink what you classify as an employee

National Tax Incentives

- National Skills Fund
- The Jobs Fund
- SETA rebates
- Tax incentives from Treasury:
 - Proposed R40 000 per learner on registration and R40 000 for each completed year and at the end of the learning programme
 - Proposed R60 000 per learner on registration for PWD; and R60 000 on completion
- Youth Incentives (which may or may not be extended)

Thinking about Skills differently

- What if you employed school leavers
- Put them through 25 hour weeks and
- 15 hour study weeks
- After 4 years they would have
 - A qualification
 - A strong reference site
 - Deeper knowledge of your business; and your business of them
 - 4 years work experience
 - Financial independence

Costs

- Minimum wage is R4000 then salary is R48 000 per annum
- Study costs (part time) are R40 000 per annum
 - SETA pays (let's assume 20%)
 - Tax rebates pay R80 000
 - So net cost is (R9 600)
- THEN , an application for a 4 year strategic programme is launched with the National Skills Fund
- They will match fund 50% for 3 year strategic programmes that lead to job creation

Bursaries: How?

- Take care of the
 - Academic
 - Economic
 - Social needs of students
- Have layers of bursary programmes that take care of the individual needs of students dependent on their personal circumstances
- Engage with the extended family
- Educate : Educate : Educate
- Support programme
 - Library
 - Internet access
 - Tutors
 - Mentors and Coaches

Bursaries

- Cost of qualification
 - Tuition
 - Books
 - Practical assignments
 - Extra's
- Cost of living
 - Rent
 - Food
 - Clothing
 - Phone
 - Laptop
 - Insurance
 - Air time
 - Entertainment
 - Medical expenses
 - Miscellaneous
 - Sending money home

Management Development Programmes

- Management Development Programmes are costly, often ineffectual and have limited impact
 - Management pathing should be 8-year programmes
 - Junior Management Internship
 - Middle Management internship
 - Senior Management internship
 - Executive Management internship

Junior Management

- Formal qualification
- On the job learning
- Salary and learning costs counted as BEE spend
- Outcomes-based approach
- We expose them to what “excellence” looks like
 - Engage in market research, competitor analysis
 - Understand what the disruptors are
 - Conduct customer surveys

Middle Management

- Formal qualification
- On the job learning
- Scenario-planning done with MM interns
- Appointment of Functional managers as an outcome of this level
- Salary and learning costs counted as BEE spend
- Outcomes-based approach
- Exit programme available

Senior Management

- Formal qualification
- On the job learning
- Scenario-planning done with MM interns
- Dragon's Den style interventions to challenge thinking and innovation
- Opportunity to implement Scenarios
- Salary and learning costs counted as BEE spend
- Outcomes-based approach
- Exit programme available

Executive Management

- Formal qualification
 - Emphasis on risk
 - Disruption
 - Corporate governance (people, planet, prosperity)
 - Trade relations
 - Entrenched leadership ability
- On the job learning
- Salary and learning costs counted as BEE spend
- Outcomes-based approach

Therefore?

- The investment in our people becomes a joint collaboration with the South African government;
- We optimise the BEE scorecard;
- We create an environment of perpetual learning;
- We introduce an environment of functional leaders so that “excellence becomes our norm”
- We push our leadership team to constantly understand, relook, innovate and analyse thereby creating depth of experience

Investment in Skills Development vs return?

- Do people who have no personal development plans remain?
- Do Youth want to stay?
- Do semi-skilled and un-skilled labour resonate with the notion of a “millennial” employee* Sibanye Gold commentary in the media suggests employees feel rejected by the “white capitalists” who run the country
- If people are focused while they are there – but exit anyway – you win
- If people are loyal to the brand and engage in exit interviews – you win
- If your HR department becomes less of a cost centre and more a centre for strategic positioning and stakeholder relations – do you mind the investment?

Diversity

- Targets will get tougher
- Amidst the legislation is a growing concern
 - Differentiation by economic status
 - Differentiation in the definition of “black” without consideration for the definition of Previously Disadvantaged
 - Male versus female
 - Youth versus aged
 - (Unemployment between 15 and 35 is 54%)
 - Black graduate unemployment is more than 60%
 - How does a woman in retail/rail engineering/mining/construction feel safe?
 - Is religion acknowledged?

Diversity

- Disabled
 - Where are they?
 - Who are they?
 - When they hold “specific jobs” – is this discrimination?
- Do we truly accommodate everybody in our organisation?
 - Double taxi fares
 - Longer time required on lunch breaks
 - Flights and business trips
 - Client sites without accessibility
 - Corporate wardrobe
- Problems later on in my condition which will limit by length of services and may need to be accommodated through medical insurance or disability cover of some sort
- Are we talking about it?

Innovation in talent management : growing the Talent pool

- What do our organisations look like in 10 years? 5 years?
- Do we understand our changing customer requirements?
- Are Human Resources and Talent Management staff deeply involved in the strategic focus of the business?
- Businesses of the future will require a different, more advanced skill set – **are we ready?**

Break

10 minutes

Facilitation

- Let's list the top 5 challenges in sourcing staff who are
 - Black people with Disabilities
 - Black (A,I,C) youth
 - Black women
- How does your company recruit?
- Have there been any changes in your recruitment methods in the last 5,3,1 years?
- What impact has this had? Positive or negative?
- How do you encourage employees to disclose their Disabilities?
- If you had to disclose a secret to your employer – do you feel 100% confident that this would have not negative impact on your career trajectory?
- Why?
- Have any of your customers complained about the lack of Disability accessibility within your workplace?
- Explain?
- How was this handled?
- What is the annual investment in Skills Development made by your organisation?
- Do people understand the link between their roles, their performance and their training plans?
- Do you have a clear view of your career path in your organisation?
- On a scale of 1 to 10, how clear are you on the expectations of your manager and of your organisation?