



**NATIONAL HEALTH
LABORATORY SERVICE**

**NATIONAL HEALTH LABORATORY
SERVICE
INTEGRATED TALENT
MANAGEMENT POLICY**

2016

POLICY

Title : Integrated Talent Management

Document number: POLH0004

Version number : 1

Written by : Human Resources Division

Checked by : Executive Manager HR

Approved by : Remuneration and Human Resource Committee

Active date : April 2017

<i>Date Reviewed</i>	<i>Date Signed Off</i>	<i>Reviewed by</i>	<i>Action</i>
March 2016	March 2016	Legal Department	
03 March 2016	03 March 2016	RHRC	For input
April 2016	April 2016	EESDT	For Consultation
May 2016	May 2016	BLRF	For Consultation
16 March 2016	16 March 2016	EXCO	For input
20 April 2016	20 April 2016	RHRC	For approval
June 2016	June 2016	Board	For Final Approval
Review Date	January 2021	HR Division	

Date withdrawn :.....

Talent Management Framework

Contents

SECTION	PAGE
1. Introduction	1
2. Key definitions	1
3. Scope and Application	5
4. Guiding Principles	5
5. Integrated Talent Management Process	6
5.1 Talent identification 5.1.1 Performance 5.1.2 Potential 5.1.3 Level of work	6
5.2 Talent Mapping	7
5.3 Talent Review Process	9
5.4 Talent Planning 5.4.1 Attraction 5.4.2 Development, 5.4.3 Engagement 5.4.4 Retention	9
5.5 Talent Review	10
5.5.1 Talent Progression Criteria 5.5.2 Talent Council Composition 5.5.2.1 Phase1: Division Talent Councils 5.5.2.2 Phase 2: Organisation Wide Talent Council	10
5.6 Talent Development	12
6. Review Date	12

1. INTRODUCTION

NHLS understands the need to attract, develop and retain contributing people. In line with NHLS's strategic objective of building sustainable human capacity, strengthening leadership and transformational excellence, the NHLS will continue to focus on talent as a critical resource that must be managed in order to achieve the best possible results.

This policy provides processes and tools to be adopted by the NHLS to facilitate effective talent management within the organisation.

2. KEY DEFINITIONS

Talent: Individuals identified by the organisation as performing, possess the potential to continue improving at current level and/or as well as to grow to the next level of work as demanded by organisational future objectives. In short Talent = Performance x Potential x Level of Work, across organisational levels.

Talent Management: Is a business process that systematically closes the gap between the talent an organisation has and the talent it needs to successfully respond to current and emerging business challenges. In brief it's an integrated approach for identification, attraction, maintenance, development and engagement and retention of Talent. All our employees are Talent.

Talent Progression: is the progression of Talent from one level of work to the next as per our talent levels as identified in line with our organisational levels and demonstration of appropriate proficiencies; as well as qualifications.

Talent Strength/Bench: is a term used to describe the availability of Talent Pool or number of suitably qualified (*ready to take over*) Talent across all levels, who are readily available to fill the gaps as and when the organisation have a need. The ability of an organisation to fill all its critical gaps as and when the need arise.

Talent Development: a deliberate intervention that forms part of the organisation's Integrated Talent Management process aimed at accelerating the development of identified Talent to sustain the Talent pipeline across various pathways within the organisation.

Talent Mapping: a process allocating/profiling talent in accordance with their performance-potential strength and aspirations within the performance-potential matrix.

Talent Categorisation: the process of classifying Talent into 3 distinct groups to reflect commonalities and focuses within NHLS, i.e critical talent, core talent and key talent.

The **critical talent** is the top right quadrant of the potential-performance matrix which consists of the three (3) boxes of (i) exceptional performance & emerging potential, (ii) exceptional performance & developing potential, and (iii) full performance and emerging potential.

The **core talent** is the top left of the potential-performance matrix which consists of the three (3) boxes of (i) exceptional performance-maturing potential; (ii) full performance-developing potential; and (iii) full performance-maturing potential.

The **key talent** is the bottom straight quadrant of the performance-potential matrix which consists of (i) below performance-maturing potential; (ii) below performance-developing potential; and (iii) below performance-emerging potential.

Talent Maps: the evidence of strength or weakness for each level within both the leadership and specialisation pathways.

Talent Assessment; an assessment process in which various assessment tools are utilised to assess performance, potential, level of work, interest, flow of energy and personality; to assist the individual/s and organisation to make informed decision regarding their career mobility and development thereof.

Talent Pathways: the various talent paths identified within the NHLS describing options to pursue within various careers namely leadership pathway and specialization pathway. The leadership pathway is followed by those individuals with the passion and capability to lead people, processes, teams, divisions/functions and organization while specialization is chosen by those who have passion for unleashing their technical expertise, research, design, development with limited contact with people except on need to know basis or project collaboration.

Talent Capability Profile: a framework which identifies a group of competencies required in order to make meaningful and successful contribution to the job. This capability framework is in addition to all the job specification and person specification which are included in the job profile and have been used to evaluate the job and determine the grade. This is the capability profile to enable Talent to develop and emerge for the next level of work, thus it indicate proficiency for all levels as per both leadership and specialisation pathways and levels.

Talent Plans; deliberate actions for talent development and deployment which may consists of coaching, mentoring, training, learning, development, collaboration/secondment, shadowing, assignment, placements and obtaining a formal qualification.

Potential: the ability to remain updated and relevant, or to move up a level or two in the organisation, in terms of levels of work, as to enable the organisation to reach it progressive targets. In NHLS three (3) potential levels have been identified i.e maturing/mastery; developing/growing & emerging/turning.

Maturing potential indicate the ability to stay relevant at current level of work while delivering acceptable results. This means the individual is content, satisfied, fulfilled and at peace with his/her achievement to date and is consolidating all his/her career gains at this level of work, with no desire to move to the next level of work

Developing potential is identified by the ability to still acquire additional competencies of greater nature as and when required by job demand, while delivering a bit higher results in other aspects of the job. This individual has the capacity to acquire more (depth) competencies when the job calls for it. This means the individual is still growing though at same level of work yet have the capacity to take more than required – though the individual is content, satisfied with the level of achievement to date; a desire and optimism for more still exist.

Emerging potential indicate the ability to emerge for the next level of work after having acquired the competency and delivered the results of the next level of work. These individuals have demonstrated evidence of sustained performance for the next level of work and have

acquired such competencies. In the current work the employee delivers greater results. The individual aspire work of greater complexity, higher level and voluntary display this when the organization call for it.

Performance: the output/results produced to meet set expectations/standard for each level of work. These results are a collective of various activities performed and are only measured per year and are indicative of overall annual performance, as measured and defined further in the performance management policy. It is these results which we are paying for, not competencies acquired but competency demonstrated – therefore demonstration as in performance; for this please also read remuneration and reward policy.

3. SCOPE AND APPLICATION

This policy applies to all permanent and long fixed term (1 year and above) employees of the NHLS.

4. GUIDING PRINCIPLES

Integrated Talent Management Process will adhere to the following principles:

- 4.1 Alignment: talent management process will ensure that all people processes are linked and reflect the NHLS' strategy and objectives - to ensure that goals and strategies drive the quality (bench strength) and quantity (depth) of the talent needed.
- 4.2 Integration: talent management process will integrate with other people processes i.e. performance management; recruitment and selection; learning, training and development; remuneration and rewards and employment equity.
- 4.3 Clear roles and responsibilities: talent management process will be designed to enable leadership to manage talent for the organisation and employees to be responsible for managing their own performance, development and progression.
- 4.4 Fairness and Transparency: talent management process will facilitate the process of giving feedback, communicating expectations and being transparent, fair and consistent whilst providing equal opportunities to all employees
- 4.5 Output-based: the assessment of performance, potential, and level of work will be evidence-based and measured where possible against agreed pre-determined benchmarks and outcomes – with periodic assessment and performance progress feedback being continuous.
- 4.6 Quality Improvement: recognition that Integrated Talent Management is part of quality management, resulting in enhanced performance.
- 4.7 Confidentiality: all information obtained on employees will be treated with utmost confidence and all Talent Councils members and will sign confidentiality agreements with clear guidelines for non-adherence.

5. INTEGRATED TALENT MANAGEMENT PROCESS

An inclusive process of attracting, maintaining, developing, reviewing and planning the mobility of talent within an organisation is critical for the achievement of strategic goals. Integrated Talent Management Process consists of steps on how to identify, attract, develop, retain talent and ensure the efficient management thereof.

5.1 TALENT IDENTIFICATION

The process of identifying Talent is key and this must be preceded by the knowledge of what talent is and its determinants if we are to successfully identify it. So, Talent is about performance, potential and level of work. Meaning employees who perform at their current level of work, while updating and upgrading their competencies to remain relevant or emerging to the next level of work. Talent at NHLS will be identified by assessing the following criteria:

- Performance
- Potential
- Level of Work

5.1.1. Performance

The NHLS' performance management system will be the key tool used to assess employees' performance for the purposes of talent management. The outcome of the performance review and the final ratings will be one of the primary considerations for Talent review. Employees must meet or exceed performance standards of the current level and demonstrate some of the performance standards for the next level before being placed into the relevant talent pools.

Performance will be reviewed in terms of the following criteria:

- i. The 'what' as per performance agreement outputs (e.g. performance agreement deliverables).
- ii. The 'how' (Behavioural performance) in terms of demonstration of NHLS values i.e. and leadership behaviours that support conducive working climate as determined by the 360° assessment.
- iii. Overall performance status i.e. exceptional performer, full performer and underperformer.

For purposes of talent mapping the performance ratings are classified as follows;

- i. Performance Rating 4&5 = Exceptional Performance
- ii. Performance Rating 3 = Full Performance
- iii. Performance Rating 2 and 1 = Below Performance

Note: These descriptions do not replace the existing performance rating scales (1-5) for performance evaluation.

In conjunction with performance discussion at final review the employee and line manager should engage in a talent discussion in preparation for the talent reviews. Line managers should have a good understanding of their employee's performance, career aspirations and desire to move to next level. Employees are expected to take responsibility for their own career advancement as well as development for current and future roles.

5.1.2. Potential

Central to identification of talent is the concept of potential. In the context of Talent Management, potential should be seen as the existence of the ability to handle future assignments or ability to operate at the next level and/or sustaining peak performance at the current level.

The Line manager will assess the employee's potential to perform at higher-level roles (Leadership/ Specialist) based on:

- i. Excellent performance in current role;
- ii. Demonstration of competence as well as performance standards for the next level and/or sustained peak performance at current level;
- iii. Willingness and drive to move to the next level as per Talent Discussion.

The Line Manager will determine the potential level of each employee in order to ascertain capacity of talent to progress to the next level or fill a critical role and categorise as follows;

- i. EMERGING Potential
- ii. DEVELOPING Potential
- iii. MATURING Potential

5.1.3. Level of Work

Level of work is level specific deliverable, which describes the increasing layers of complexity as roles change. For each level of work there are level-specific competencies that match to each requisite level of work – which are necessary for success.

Talent's level of work will be assessed based on the following criteria:

- i. Demonstrated competencies as per NHLS Talent Capability Profile, which will be made available and describes the broad competencies and behaviours that are required by NHLS to deliver on its strategic mandate.
- ii. Measured performance against specific level deliverables/ capabilities in the current level of Leadership/ Specialist Pathway.
- iii. Demonstrated capabilities of the next level in the Leadership/ Specialist Pathway.

5.2. TALENT MAPPING (Performance-Potential Matrix – P-P Matrix)

Talent will be plotted on the Performance-Potential Matrix shown below.

The Line Manager should discuss and explain the Performance-Potential Matrix to the employee and use the guidelines below (performance, potential & level of work) and the Talent Definitions on Annexure A to decide on where to plot the employee giving specific reasons.

Table : 1 Performance-Potential Matrix

PERFORMANCE	+	EXCEPTIONAL PERFORMANCE	Exceptional Performance/ Maturing Potential	Exceptional Performance/ Developing Potential	Exceptional Performance/ Emerging Potential
		FULL PERFORMANCE	Full Performance/ Maturing Potential	Full Performance/ Developing Potential	Full Performance/ Emerging Potential
		BELOW PERFORMANCE	Below Performance/ Maturing Potential	Below Performance/ Developing Potential	Below Performance/ Emerging Potential
	-				
			MATURING —	DEVELOPING →	EMERGING ↻
			POTENTIAL		

The employee must be given an opportunity to present evidence for alternative plotting on the P-P matrix.

The Line Manager must then consolidate the plotting of his team on the P-P matrix in order to gain a visual picture of talent in the Division.

Talent identified as CRITICAL TALENT (green top right quadrant on p-p matrix) and CORE (yellow top left quadrant on p-p matrix) will complete the competency assessments using NHLS approved competency assessments in order to gather further information about their Potential, Personality and Level of Work. The following competency assessments will be utilised:

- i. Learning Potential
- ii. Personality Profile/ Emotional Intelligence
- iii. Levels of Work Assessment
- iv. NHLS 360° Leadership Assessment

5.3. TALENT REVIEW PROCESS

The Line Manager should engage in the following activities in preparation for the talent council:

- Prepare a Performance-Potential Matrix per appropriate Leadership or Specialist pathway for submission to the organizational wide Talent Council.
- Prepare evidence and reasons for the plotting of identified talent.
- Identify critical roles within the Division and talent earmarked to fill these roles.
- Compile evidence of talent development initiatives (employee or Line Manager initiated) undertaken as well as professional development initiatives to address and enhance current performance, skills gaps and develop talent for future roles.
- Provide constructive feedback to employees on the discussions and outcome of the Talent Council.
- Devise a 1 (one) year Talent Development Plan for identified talent and continue to provide support and coaching.

The employee should engage in the following activities in preparation for talent reviews

- Continuously monitor own performance ('what' and 'how')
- Seek and appreciate constructive feedback from Line Manager, clients and peers.
- Participate meaningfully in the 360 degrees leadership assessment.
- Define employee career goals and advancement and define their fulfillment through the achievement of institutional goals.
- Engage in a Talent Discussion during final performance review to share these with the Line Manager.
- Identify strengths as well as areas of development in terms of functional and behavioural competencies and actively address them appropriately.
- Engage in a discussion with Line Manager about plotting on the Performance-Potential Matrix providing sound reasons and evidence as in performance reviews.

5.4 TALENT PLANNING

This step is guided by the outcome of the talent mapping in terms of strength of talent per level and the total number of employees per leadership/ specialisation level. Each Division must prepare a Talent Plan for submission to Organisation-wide Talent Council.

The plans shall include high level proposal for attraction, deployment, development, retention and engagement.

5.4.1 Attraction:

As per outcome of talent mapping the line manager should identify critical positions and scarce skills within the Department and devise a proposal as to what the department must do to attract critical talent for submission to Division Council. The Division should consolidate the information for submission to Organisation-wide Council.

5.4.2 Development, Engagement & Retention:

The line managers should propose strategies to develop engage, and retain talent in the Department/ Division based on identified development needs as per talent mapping process.

Note: It is the responsibility of all Line Managers to implement Talent Plans drawn per Division.

5.5. TALENT REVIEW

There shall be equity, transparency and fairness in all aspects of talent progression process. Progression shall be evidence-based, peer reviewed and consistent across all disciplines relative to approved performance standards and criteria for excellence.

The review shall take place through talent councils at divisional and organizational level, while the review of common areas and discipline shall be across the organization yet by appropriate levels.

5.5.1 Talent Progression Criteria

- 5.5.1.1 There shall be no progression for any job unless evidence for differentiated level of work and standards have been set and approved by the Remuneration and Human Resources Committee and validated by the respective Expert Committee. It must be noted, that not all jobs will have differentiated levels of work. The criteria, principles and rules for determining jobs which could have differentiated proficiencies must be fully met and differentiated performance standards and performance agreement must exist, validated and approved.
- 5.5.1.2 To be eligible for progression, the employee's performance at current level must fully meet or exceed expectations, in terms of the prevailing performance management system. There shall be no exception to this principle, participation in the performance management system of NHLS is a must precondition for consideration for progression.
- 5.5.1.3 Progression to any level of work shall be supported by the following key guidelines and principles:
 - sustained performance of at least 2 years at same level of work
 - career total (*years in same and/or similar related experience*)

- minimum qualification, i.e PhD or Masters for the level of work
- in disciplines which are involved in academic teaching, research and clinical work the following shall be key:
 - research output and quality - career total publications in peer reviewed journal,
 - successful supervision of Masters & PhD students
 - Research funding/grants and leadership
 - Research standing i.e NRF accreditation, invitation to speak in key conference etc.
 - Sustained publication per year for the level applying progression

The purpose and intention of the above criteria of evaluation, is to ensure that no employee is promoted into the level in which she/he is going to become poor performer - does a concept of promotion into incompetence. It is highly recommended that employees are promoted into the level of work in which they have demonstrated the capacity to cope with its demand.

5.5.2. Talent Council Composition

Talent Council shall consist of key stakeholders to uphold principles and guidelines of this policy.

5.5.2.1 Phase 1: Division Talent Councils

Each first line manager (Department Level) will conduct plotting of identified talent together with Human Resource Development and Manager-HR on the performance potential-matrix relative to leadership-specialisation levels. The outcome of this process will be a visual and a graphical representation of gaps and strength of each leadership/ specialist level per department. Talent gaps and skills gaps identified in terms of critical skills shortage must be addressed through Continuous Development plans in order to develop talent from within.

Each Department to send their collated talent performance-potential grid; talent pool for critical roles, report on competency strengths and gaps as well as planned development interventions to the Manager: HR for preparation for the Division Talent Council.

5.5.2.2 Phase 2: Organisation Wide Talent Council

This Talent Council is responsible for talent review of all levels up to leadership/ specialisation grade D Upper or direct reports of Executive Managers or direct reportees for the CEO even if not executive managers. Divisional talent will also include devolved support staff for central consolidation. The Readiness of identified Talent to progress to the next Leadership/ Specialist pathway will be determined and confirmed for actioning. Talent strengths, Gaps, Critical Skill shortages will be identified. Information from this talent review will be utilised to develop comprehensive Talent Plans that include, development, attraction and retentions strategies.

5.6 TALENT DEVELOPMENT

Talent Development/ LTD is broken down as follows and will be prioritised as such:

- **Statutory/compulsory** - staff learning, training and development that is required by legislation, or is a condition of employment, or is compulsory for a specific role or NHLS activity.
- **Organisational/Strategic** – staff learning, training and development that is identified by organisational structures for the achievement of agreed divisional objectives.
- **Personal** - staff learning, training and development activities chosen by individuals that may take place in work time or outside, and may be fully or only partly funded by the organisation.
- **Talent Development Activities as per outcomes of Organisation-wide Talent Reviews**

5.6.1 All new and current employees are required to complete Development Programmes that are aligned to the Integrated Talent Capability Profile as identified through the Talent Review process and in line with their Personal Development Plans for enhanced performance and progression to the next level of leadership/ specialisation. Employees will not be allowed to progress up the respective levels without having completed this training and acquired the relevant competencies.

5.6.2 Other development programmes will be determined as per Needs Analysis through the Performance Improvement Plans (PiP) in the Performance Management System. They will be organised and facilitated from Human Resource Development in line with legislation in terms of Workplace Skills Development Plan and SETA requirements. Only training that has been entered on the employee's PiP will be considered for prioritisation.

6. REVIEW DATE

The Executive Human Resources is responsible for reviewing and updating this policy. A formal review of this policy shall be every 3yrs or earlier if any legislative update necessitates an earlier review. This policy will be submitted for review to the Remuneration and Human Resources Committee, who will make recommendation to the Board. The Board is responsible for approving this policy.