

TALENT MANAGEMENT – an important HR function.

A manager's success depends entirely on the quality of the people in his / her team.

It is therefore imperative that the new employees possess the skill and competence necessary to fulfill the expected output. It is also essential that they fit in with the leader, the team and the organizational culture. Having the ability to recruit, interview, select and retain the right person for the right job, is one of the differentiating factors between an ordinary and an excellent leader.

Peter Drucker wrote that in order to be competitive in the future, organizations will need to achieve three times the productivity with one third of the number of people! This will result in fewer people with more pay and doing more - the multi skilling and multi-tasking scenario. This in itself implies that any person conducting an interview must be a highly skilled individual with specific competencies, qualities and abilities. Gone are the days that we can place this responsibility only on the shoulders of the line manager.

The starting point when recruiting for a new staff member to compliment your team is to be absolutely clear on the qualities you are seeking in your ideal candidate. The time spent in producing an up-to-date Balance Score Card, (BSC) indicating the specific KPA's and person specification will be a time investment that will make the remaining stages of the recruitment process, easier. This is also the appropriate time to consider any immediate or future organizational changes which might have an impact on the position or the team. This also then implies that any manager or leader should have the strategic

objectives of the organization in mind when staffing issues does arise. (i.e. What particular skill (s) would be necessary to fulfill the newly required output?)

The **OD** (Organizational Development: where are we going?) and **OB** (Organizational Behavior: what do we need?) aspects are therefore two very important areas of consideration. The above can be summarized as follows:

- ⊗ Undertake workforce planning for now and the future
- ⊗ Ensure the BSC is updated
- ⊗ Establish clear role definitions and requirements for each role
- ⊗ Classify the position correctly according to your JOB Grading System

By now, you have also made a decision whether you will be using a reputable talent management agency to assist you in the search or whether you will be doing this internally. Using an agency will have a direct cost implication, however, you have the benefit of fishing in the biggest pond and all the administrative duties are taken care of. This results in a huge time saver and also gives you the benefit of only interviewing candidates who fully comply with your specifications.

A strong recommendation is to always employ the structured competency interviewing method. This will allow you to compare 'apples with apples' which will highlight the best suited candidate for the required position. A good, tough interview should be demanding and hard work. You will also be able to identify which candidates did their homework, i.e. research on the company, position, field of operations, major competitors, etc. The purpose of the interview is to explore the candidate's ability and experience against the set criteria for effective performance in the job. Close-ended questions allow you to zero in of specific issues, usually for the purpose of validation, verification and clarification. Open-ended questions would generally focus on how the candidate would approach

tasks. This questioning technique also serves as a set-up for future competency based questions. The probing question should be used during the core of the interview to ascertain additional information, yet, take care not to overstep the fine line between what we would like to know and what the Basic Conditions of Employment Act would allow us to ask.

The recruitment and interviewing process form a very important part of the success of the organization and this specialized function does not necessarily form part of the core function of many organizations. They might have the expertise in the 'selection' of the right candidate, but not necessarily in the recruitment of the incumbent. Many HR departments are so internally focused and time driven, that recruitment is a logical outsourced function.

We, at TMS would like to become your business partner for Talent Management. Please give us the opportunity to work with you and add value to your HR function. You can reach us by mailing: lydia@tmsgauteng.co.za