

# 252029 - Lead people development and talent management

## **Purpose of this Unit Standard**

This Unit Standard is intended for managers in all economic sectors. These managers would typically be second level managers such as heads of department, section heads or divisional heads, who may have more than one team reporting to them.

## **Learning Assumed To Be In Place And Recognition Of Prior Learning**

- Communication at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 4

## **Outcomes**

- SO1: Analyse education, training and development needs of members of a unit.  
SO2: Record the results of the training needs analysis.  
SO3: Compile a people development plan for a unit.  
SO4: Manage the implementation of the people development plan of a unit.

<b>SAQA US ID</b>	<b>NQF LEVEL</b>	<b>CREDITS</b>	<b>US TITLE</b>
<b>252029</b>	<b>5</b>	<b>8</b>	<b>Lead people development and talent management</b>

**Duration: 2-days**

## Content

Conducting a training needs analysis	<ul style="list-style-type: none"><li>• Local implementation of HR practices</li><li>• Developing the organization and its people</li><li>• Concept of talent management</li><li>• Developing a talent management strategy</li><li>• Determining the skills gap and training needs</li><li>• Training needs analysis</li><li>• Conducting a skills audit</li><li>• Skills audit process</li><li>• Skills audit questionnaire</li><li>• Integrating results of performance appraisal in a training needs analysis</li><li>• Stakeholder input in the interpretation of training needs analysis results</li></ul>
Recording results of training needs analysis	<ul style="list-style-type: none"><li>• Training needs analysis report</li><li>• Relating developmental needs to career development paths and talent management strategy</li><li>• Communicating the training needs analysis report</li></ul>
Compiling a personal people development plan	<ul style="list-style-type: none"><li>• Learning programmes to address learning needs</li><li>• Setting objectives and desired outcomes of a learning programme</li><li>• Implementation of the learning intervention</li><li>• Role of unit manager in talent management and people development</li><li>• Aligning the training development plan to legal requirements</li><li>• Promotion of lifelong learning</li></ul>
Implementation of the people development plan	<ul style="list-style-type: none"><li>• Monitoring the implementation of the people development plan</li><li>• Writing final evaluation reports from stakeholder evaluations</li><li>• Analysing reports to determine whether planned objectives were achieved</li></ul>

#### Select staff

- Backgrounds and qualifications are validated using appropriate verification methods according to the plan.
- Candidates are assessed against the requirements of the defined position.
- Assessment is based on evidence gained from any of three of: applications, curriculum vitae, references, previous performance, test results, assessment interview schedules, portfolios of evidence, recognition of prior learning and current competencies.
- Candidates are interviewed using best practice techniques appropriate to the defined position.
- A shortlist is drawn up to reflect the results of the assessment of candidates. The shortlist can be justified in terms of the match between candidate profile and job requirements.
- Selections are made in accordance with planned strategy and can be justified in terms of best match between candidate profile and job and organisation requirements and meeting legislative requirements.
- Feedback is relevant to the enquiry and the job requirements and is given to both successful and unsuccessful candidates tactfully according to the planned time framework and legal requirements.
- Records are documented to facilitate further processing and reflect agreements reached and successful candidate details accurately. Records are authorised and forwarded to designated personnel.
- Unplanned events are dealt with in accordance with the circumstances, and contingency plans are initiated.