

Talent Management, Acquisition And Succession Planning



An Interactive Course To Help HR Professionals Create A Framework To Develop A Talent Acquisition Strategy And Implement An In-Depth Succession Plan

Key Learning Objectives

- **Identify** the importance of a talent acquisition strategy and where it fits into the overall HR and business strategies
- **Recognise** the importance and need for workforce planning
- **Appreciate** the importance of organisational culture and its impact on talent acquisition
- **Develop** and implement a talent acquisition strategy
- **Define** succession planning and ensure that your succession plans align with and support the broader organisational strategy, goals and objectives
- **Identify** and retain critical organisational competencies
- **Adopt** succession planning approaches that meet the specific needs of your organisation



South Africa Tel: +27 11 549 5668 | USA Tel: +1 215-240-0803 | Mobile: +27 78 512 0481

info@oseasonsevents.co.za | Address: Sunninghill Office Park, 12 Peltier Drive, Gauteng

Registration will be at 08:00 on Day One. Course sessions will start promptly at 08:30 and end at 15:30. There will be two short breaks for refreshments and lunch will be served at 12:30 of each day's sessions

Course Overview

A highly productive workforce is critical to an organisation's success. This course provides Human Resource professionals the concepts and information to be able to develop a talent acquisition strategy that will ultimately attract qualified employees who have the key skills necessary to support the organisation in achieving its goals. An effective talent acquisition strategy supports the organisation's ability to attract and retain high-performing employees. This includes the creation of effective sourcing and recruitment approaches, determining how employment branding attracts and retains candidates, and understanding the connection between organisational, HR and talent acquisition strategies. Succession planning is a key component for business success, enabling an organisation to recover when critical talent is lost. An effective succession plan includes a focus on development, preparing individuals for future opportunities. Systematic tracking is also critical. This interactive course forms a framework within which HR professionals can create, develop and implement an in-depth succession plan according to their organisation's current and future needs. This allows the organisation to move from reactive replacement planning to a proactive strategic solution. Delegates will also learn how monitoring, developing and retaining critical talent creates a positive impact on the bottom line.

Who Should Attend

- Mid to senior-level HR professionals with three to 14 years of HR experience
- HR professionals who need a greater understanding of the drivers of business performance
- HR professionals who want to communicate with business leaders around financial metrics
- HR professionals who support business leaders
- HR managers, directors and vice presidents responsible for working with business leaders

Day One

Module 1: Understanding Your Organisation

Objective: Get an overview of the strategic planning process in your organisation and further understand HR and talent acquisition planning

- Strategic planning process
- Organisational and HR strategic plan

Group Activity: Teams to reflect on their organisation's talent acquisition strategy

Module 2: Workforce Planning

Objective: Understand the basic concepts and tools related to staffing and learn how to build a staffing plan

- The staffing needs analysis
- Needs analysis tools
- Job analysis, job description, and job competencies
- Creating a staffing plan

Group Activity: Teams to formulate answers to the contextual staffing needs analysis questions

Module 3: Employment Branding

Objective: Understand the goals of an employment brand and how to build one

- What is an employment brand? Why have one?
- Building an employment brand

Individual Activity: Delegates note down their understanding of employment brands

Group Discussion:

General discussion on how employer branding and recruiting is different

Group Activity:

Teams to assess the employment branding of well-known organisations

Day Two

Module 4: Recruiting

Objective: Learn the importance of having a recruitment approach; explore conditions that impact effective recruiting, and create a strategic recruitment plan

- What is recruiting?
- Why is an effective recruitment approach important?
- Influences that impact recruiting
- Creating a strategic recruitment plan

Individual Activity:

Delegates create a sample candidate profile

Module 5:

Sourcing And Targeting **Objective:** Understand the concept of sourcing and targeting and learn how to create an effective sourcing plan

- What is sourcing? What is targeting?
- Types of job seekers
- Recruiting sources
- Creating a sourcing plan

Group Discussion:

General and situation-based analysis of organisations' sourcing strategies

Day Three

Module 6: Interviewing

Objective:

Evaluate the interview process and learn about good practices of conducting an interview

- Where does interviewing fit into the process?
- Goals of interviewing
- The interview process
- How to conduct an interview

Group Activity:

Teams to work on sample job dimensions and develop interview questions

Module 7: Evaluation And Selection

Objective:

Formulate the selection philosophy and understand data gathering tools, evaluation approaches, and employment offers

- Formulating a selection philosophy
- Data gathering methods and tools
- Evaluation approaches
- Realistic job preview and employment offer

Group Discussion:

The importance of having a selection philosophy and evaluation criteria

Module 8:

Onboarding And Retention

Objective:

Appreciate the difference between onboarding and orientation, and understand the strategic onboarding model

- Onboarding vs. orientation
- Key onboarding activities
- The strategic onboarding model
- What do employees want? What can we do?

Group Discussion:

Your most successful onboarding experience

Group Activity:

Teams to structure a sample employee's first day at work

Day Four

Module 9:

Metrics

Objective:

Understand the important factors while developing HR metrics

- Developing metrics
- Examples

Group Discussion:

Metrics that your organisation tracks

Module 10:

Understanding The Organisation And The Succession Planning Relationship

Objective: Relate the strategic planning process and the HR strategic plan to succession planning

- What is succession planning?
- Trends in succession planning
- Other considerations

Group Discussion:

The concept of succession planning

Group Activity:

Teams look at sample job position charts and analyse the impact on replacement plans

Module 11:

Developing And Implementing A Succession Plan

Objective:

Understand the succession management approach and learn to establish a business case around it

- The succession planning approach
- Establishing a business case
- Develop structure and design systems
- Plan implementation and assess bench strength

Individual Activity:

Understanding implications of succession management

Group Discussion:

Reflect on your own team as to how you identify *successors and develop talent*

Module 12:

Case Study On Organisational Succession Planning

Day Five

The Fundamentals of Talent Management

Having the right executive talent in place ready to move to the top when needed is critical for future business success. But how do you ensure a smooth shift to the next generation of leaders?

- How do you attract and retain enough employees at all levels to meet the needs of organic and inorganic growth? Is culture the absolute bed rock on which once can develop talent?
- How do you create a value proposition that appeals to multiple generations? • How do you develop a robust leadership pipeline and transfer key knowledge and relationships?
- How do you achieve top-level buy-in and what is required by a CEO to get his team onside? •

How do you unlock women's leadership potential and release the next generation's brightest talent

Talent Acquisition and Competencies

Focus is on practical applications, lessons learned, and pitfalls to avoid from leading competency and leadership case studies.

- Identify the business need to ground the talent management process.
- Discuss a wide variety of competency model approaches and formats.
- How to develop and use competency models to identify the specific behaviors required for jobs and functions.
- Implement talent management and competencies that are embraced by the line.
- Design and implement a global succession management process.
- Design interviewing and selection tools to obtain top talent.
- Review different types of assessment technologies, including 360-degree feedback.
- Review tools, forms, samples of applications, and measures of success

An Integrated Talent Management Model

In 2013, businesses see an urgent need for training, talent mobility programs, leadership development, new talent acquisition strategies, and new technology and updated talent management programs

- Ensuring information, knowledge, and wisdom are shared across the business as quickly and effectively as possible.
- Developing the ability to change the operating model quickly enough to keep up with technological change.
- New strategies for global workforce planning

The Struggle Over Talent Management

High-performance organizations increasingly seek to create a talent management strategy that is closely aligned with their business objectives-in reality that's not the case. Learn:

- Why there is little consensus on the current state of talent management strategy
- How employers are striving, and struggling, to align their talent strategy with their business objectives
- A five-step best practice roadmap to build a formidable talent management strategy
- How to build and deploy a talent management strategy in an organization

Pipelining for the Unknown

Talent management practices must be similarly predictive and flexible, enabling you to identify and develop leaders for an unknown global customer landscape.

In this session, we'll discuss:

- Why you need to innovate our talent assessment and development approaches
- Why agility matters
- When it's smart to take big risks on emerging talent
- How we create meaningful, accelerated development experiences

Strategic Staffing in Support of Organization

Organizations in every industry face the challenges of competition for qualified talent and retention of knowledge workers. Hear how taking a longer term view of building a workforce, using analytics and data, can increase your ability to have the right talent available to take advantage of market opportunities.

- Gain an understanding of future uncertainties and risks involved in staffing
- Gain better insight on setting strategic workforce priorities
- Better align talent management plans to long term strategies

Registration Form

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Tel Number: _____ Fax: _____

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Title	Surname	First Name
Job Title	Email (required)	Telephone

2nd Delegate Details:

Title	Surname	First Name
Job Title	Email (required)	Telephone

3rd Delegate Details:

Title	Surname	First Name
Job Title	Email (required)	Telephone

AUTHORIZATION

Title	Surname	First Name
Job Title	Email (required)	Telephone

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