The contribution of Learning & Development Standards to Business Performance

Marius Meyer

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@mariusSABPP  @SABPP1  @sabpp_1
Agenda

• HR Standards & Audit Update

• Professional Practice Standards (Phase 2)

• Role of L&D in business success

• Conclusion
HR VOICE STRATEGY: 2016-2018
SETTING HR STANDARDS – SABPP: THE VOICE OF THE HR PROFESSION

HR PROFESSIONALISM: 4 PILLARS, 4 PRINCIPLES (VALUES), 6 TOP PRODUCTS, 7 PRIORITIES

ACTIVE CITIZENSHIP: STAKEHOLDER ENGAGEMENT & IMPACT
# National Human Capital Confidence Index

## Human Capital Availability
- What is the **match of supply and demand** of economically active people (skilled and unskilled) in the country?
- Where are specific **under supply and over supply** situations?

## Human Capital Contribution
- How **productive** is the employed population?
- What is the level of **innovation** in the country?

## Human Capital Wellbeing
- What health and wellbeing issues impact on the general **productivity potential** of the economically active population?

## Human Capital Wealth Creation
- How do different sectors of the employed population **share in the wealth** created in the country?
- How **attractive** is the country to **international talent**?

## Human Capital Cost, Investment and Growth
- **What** are we doing in terms of learning and development in the **school and post-school** education system?
- **How much** are we spending on whom for what in the **post-school education system**?
- What are we doing and **how much** are we spending on **job creation efforts**?
- What health and wellbeing interventions are having **positive impacts on productivity**?

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Learning for socio-economic transformation
Relevance of learning models

Does the traditional learning process model work in the dynamic work environment requiring continuous change, flexibility and realignment?
Skills Development is not a quick fix!
How effective is your L&D function to drive business performance?

<table>
<thead>
<tr>
<th>Very effective - Excellent</th>
<th></th>
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<tbody>
<tr>
<td>Effective - Good</td>
<td></td>
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<tr>
<td>Average</td>
<td></td>
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<tr>
<td>Below average</td>
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<tr>
<td>Poor</td>
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The bad news about training

Only 8-15% of training is transferred to the workplace.
Plane landing in Hudson River
2009

Reporter: How did you do it?

“I think it was my training.”

Capt Chesley Sullenberger
HR Standards Files

National Human Resource Management Standards

13 standards (2013)

National HR Professional Practice Standards

25 standards (2014)
BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

Strategic HRM
Talent Management
HR Risk Management

HR ARCHITECTURE

Workforce planning
Learning & Development
Performance Management
Reward & Recognition
Employee wellness
Employment Relations
Organisation Development

HR Service Delivery

HR VALUE & DELIVERY PLATFORM

HR Technology (HRIS)

HR MEASUREMENT

HR Audit: Standards & Metrics

© SABPP HR MANAGEMENT SYSTEM STANDARDS
3 Components of a Standard Element

- **Definition**: What is it?
- **Objectives**: What do we want to achieve?
- **Application**: How can we make it work in practice?
Learning and development is the practice of providing occupation directed and other learning activities that enable and enhance the knowledge, practical skills and work place experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability.

SABPP (2013)
LEARNING & DEVELOPMENT

OBJECTIVES

• To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills.
• To focus learning and development plans on improving people’s ability to perform to achieve organisational objectives and provide the means for measuring the impact of learning and development interventions.
• To support and accelerate skills development and achievement of employment equity and organisational transformation and limit the impact of skills shortages.
• To create a learning culture and environment that enables optimal individual, team and organisation learning and growth in both competencies and behaviour.
• To capture and replicate and enhance critical knowledge within the organisation.
• To ensure learning and development is a catalyst for continuous improvement, change and innovation.

SABPP (2013)
## L&D Audit Evidence

<table>
<thead>
<tr>
<th>L&amp;D Requirements</th>
<th>Type of Evidence</th>
<th>Sources of Evidence</th>
</tr>
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</table>
| **Competent workforce which builds organisational capability – develop new knowledge and skills** | Documents – skills needs  
Documents – competencies  
Employee engagement surveys  
Interviews – mgt/staff | HR/HRD professionals  
Line managers  
Employees |
| **Focus L&D plans on ability to perform to achieve org objectives - measure** | Documents – L&D performance management  
WSP and ATR  
Measuring L&D impact  
Interviews with line mgt | HR/HRD professionals  
Line managers |
| **Support skills development and EE and limit skills shortages** | WSP and ATR  
EE Plan and Report  
Analysis of skills gaps/plans | HR/HRD professionals  
Line managers  
Employees |
| **Create learning culture – competencies/behaviour** | Evidence of processes to capture critical knowledge | HR/HRD professionals  
Line managers |
| **Capture and enhance knowledge** | Continuous improvement | HR/HRD professionals  
Line managers |
HR Professional Practice Standards

- Absenteeism management
- Career management
- Coaching & mentoring
- Collective bargaining
- Disciplinary procedure
- Dispute resolution
- Diversity management
- Grievance procedure
- Leadership development
- Learning design
- Learning evaluation
- Learning needs analysis
- On-boarding
- Organisation design
- Performance appraisals
- Recruitment
- Remuneration benchmarking
- Selection
- Succession planning
Workplace Learning System

**EMERGENT**
- Structured onboarding
- Structured work experience
- Performance help
- Targeted learning improvement
- Support learning of others
- Share how updated Learning networks

**ECOSYSTEM**
- Clear development pathway
- Participate in organisational processes
- Integrate learning with business processes and events
- Participate in learning circles
- Participate in team-based work
- Develop team members
- Support the development of learning networks
- Participate in external bodies/associations
- Refine organisational practices

**TRANSCENDENT**
- Talent feeder systems
- Improvement projects
- Gap between practitioners and experts small
- Learning processes in personal & business learning
- Influence profession
- Keep up to date
Let us use learning as a catalyst for change
Conclusion

The HR Standards and Audits have changed the face of people management in South Africa. The HR Standards usher in a new period of institutionalising people management as a best practice for sound HR professionalism in organisations.

As HRD practitioners you are the specialists who can make this change successful.

Let us build a great HRD function aligned to business strategy and National HR Standards at your organisation.
We set HR standards!

professional@sabpp.co.za or registrations@sabpp.co.za
(Professional Registration)

executiveoffice@sabpp.co.za (CEO office)
marius@sabpp.co.za (CEO & Strategy inputs)
xolani@sabpp.co.za (COO)

hrstandards@sabpp.co.za (HR Standards)
hraudit@sabpp.co.za (HR Audits)
naren@sabpp.co.za (Learning & Quality)
events@sabpp.co.za (Events & HR Standards files)

Website: www.sabpp.co.za  Blog: hrtoday.me

Tel: 011 045-5400 or (010) 007 5906