



# The contribution of Learning & Development Standards to Business Performance



## SABPP

SA BOARD FOR  
PEOPLE PRACTICES

*Setting HR standards*

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# 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



# 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

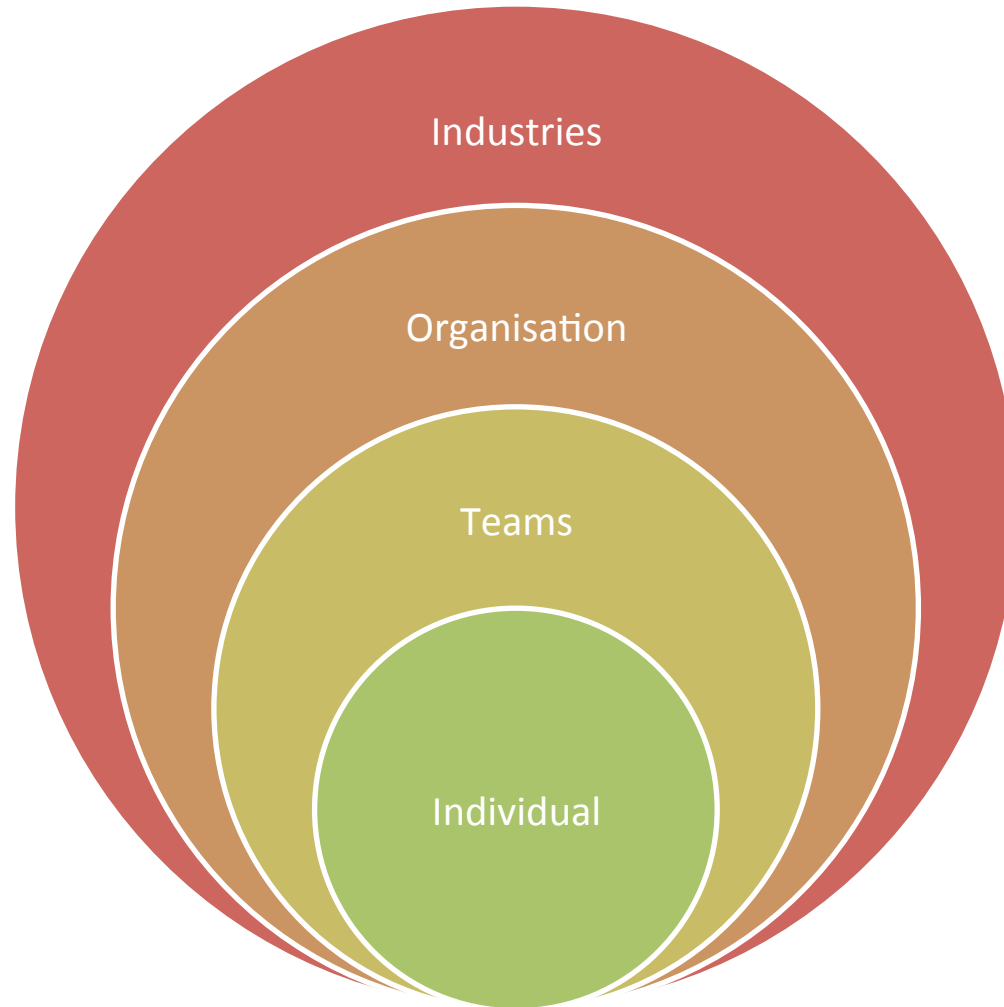
- How do different sectors of the employed population **share in the wealth** created in the country?
- How **attractive** is the country **to international talent**?

## 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**?



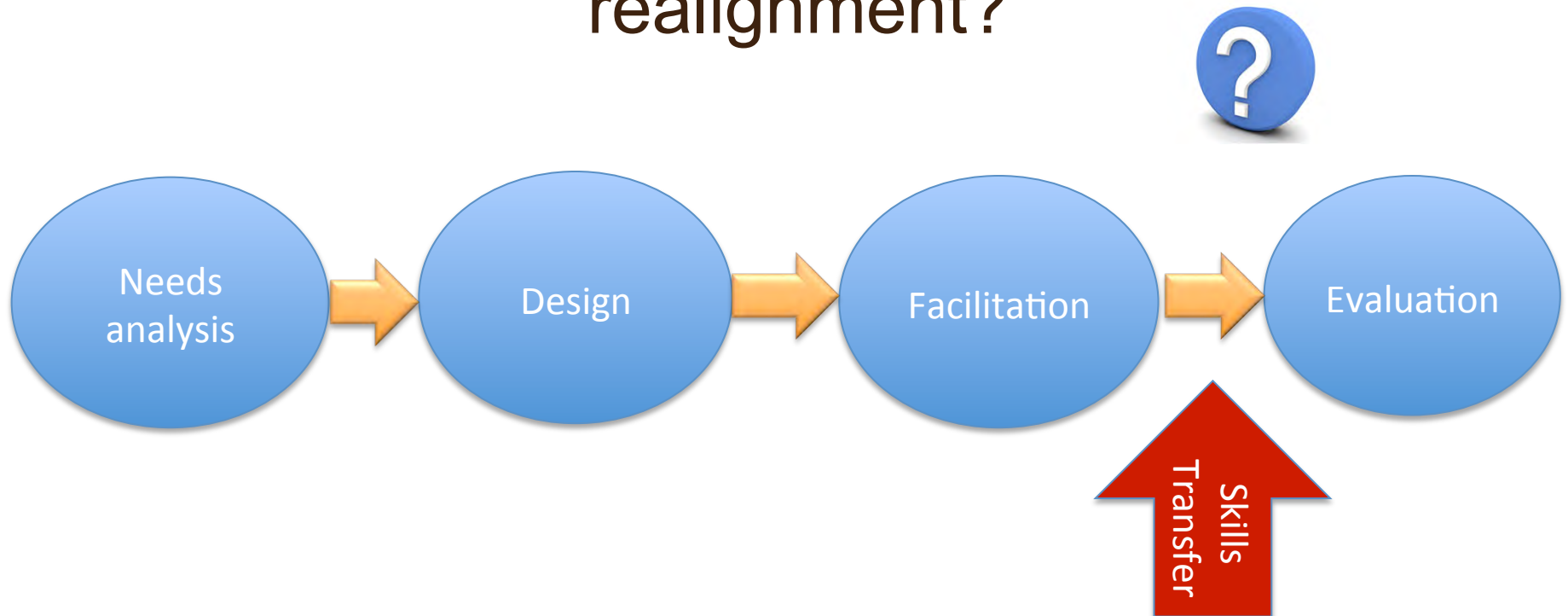
# Learning for socio-economic transformation



# 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?



<b>Very effective - Excellent</b>	
Effective - Good	
Average	
Below average	
Poor	





# 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)

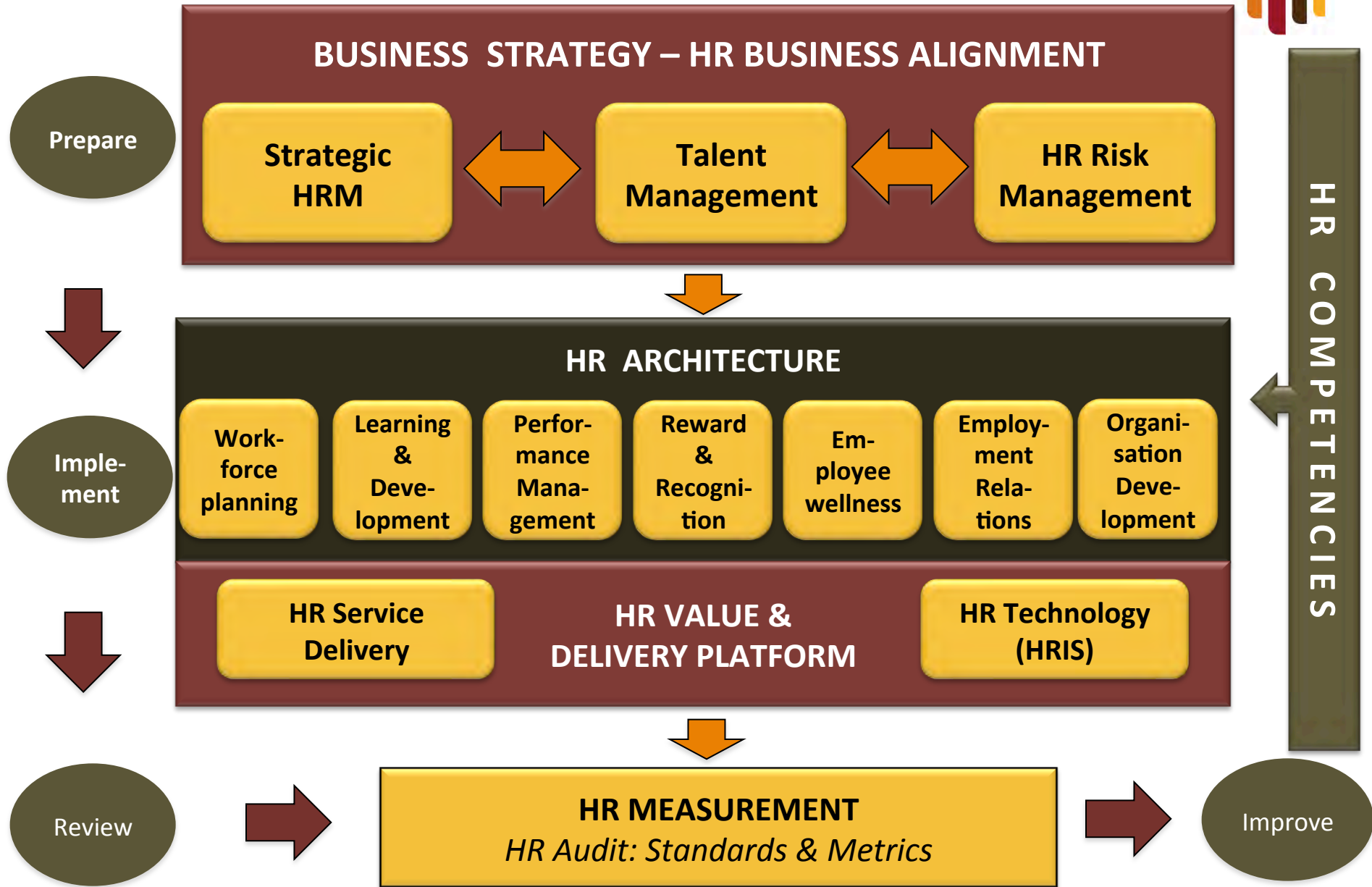


## National HR Professional Practice Standards



25 standards (2014)

# © SABPP HR MANAGEMENT SYSTEM STANDARDS





# AUDITED RATINGS – OVERALL AVERAGE

(25 companies audited)

## BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

Prepare

Strategic  
HRM  
5.3



Talent  
Management  
4.1



HR Risk  
Management  
6

HR  
COMPETENCIES

## FUNCTIONAL & CROSS FUNCTIONAL HR VALUE CHAIN

Implement

Work-  
force  
Planning  
5.2

Learning  
5.7

Perfor-  
mance  
5.5

Reward  
5.9

Well-  
ness  
6.2

ERM  
6.3

OD  
5.1

HR Service  
Delivery  
5

HR VALUE &  
DELIVERY PLATFORM

HR Technology  
(HRIS) 5.1

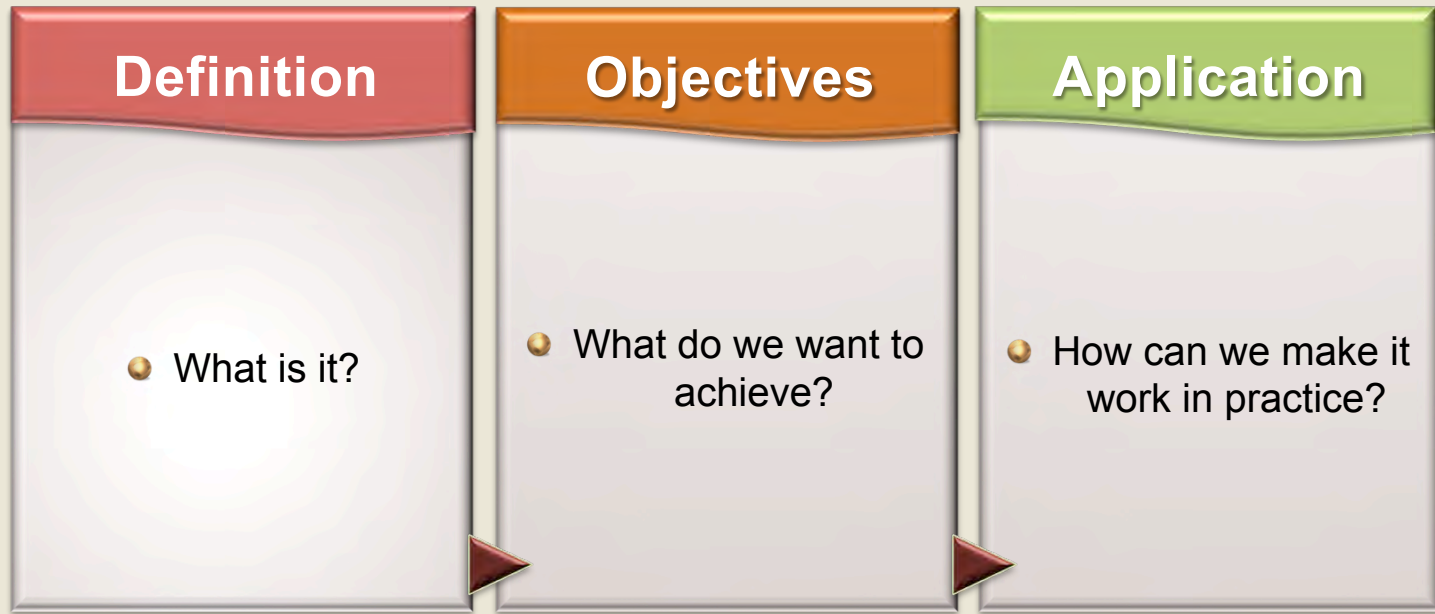
Review

MEASURING HR SUCCESS 4.1  
*HR Audit: Standards & Metrics*

Improve



# 3 Components of a Standard Element



# LEARNING & DEVELOPMENT



## DEFINITION

Learning and development is the practice of providing occupationally 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

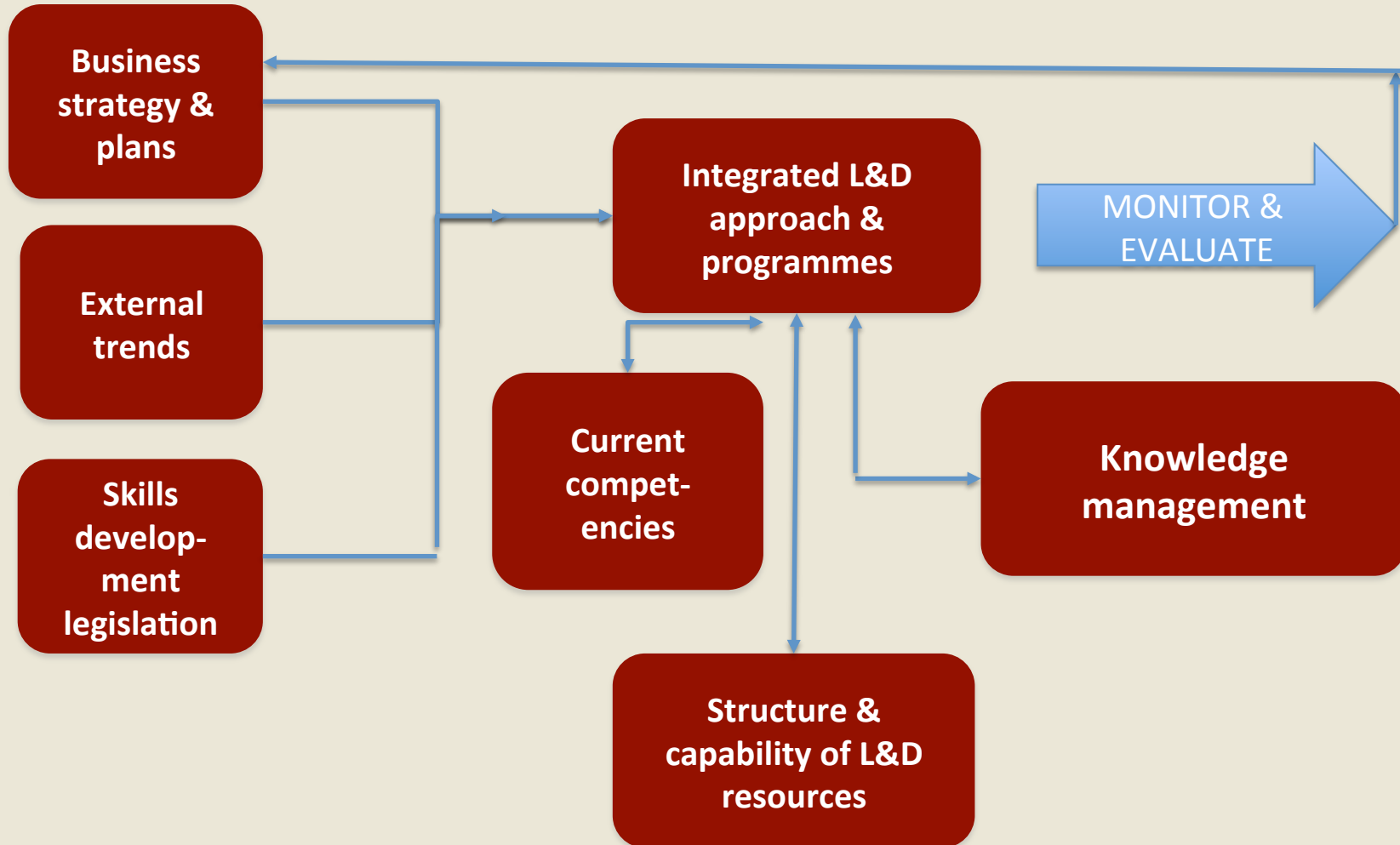
- To create an occupationally competent and engaged workforce which builds organisational capability, providing employees with opportunities to develop new knowledge and skills
- To focus learning and development plans on improving people's ability to perform to achieve organisational objectives and 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)



# LEARNING AND DEVELOPMENT PROCESS



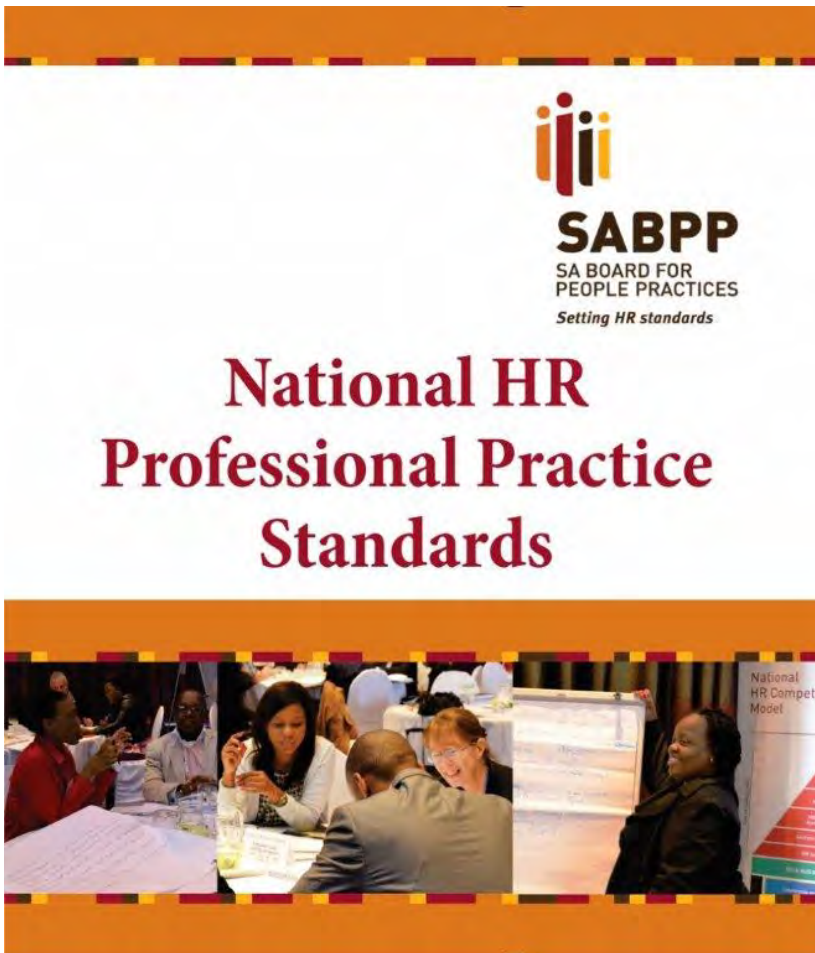
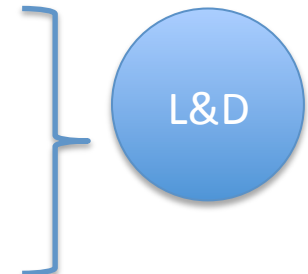
# L&D Audit Evidence



L&D Requirements	Type of Evidence	Sources of Evidence
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



<http://go.to/funpic>

# 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!**



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