

AUDIT • BENCHMARK • IMPROVE

STANDARD



TALENT MANAGEMENT BEST PRACTICES



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## BEST PRACTICES STANDARD & TECHNICAL MANUAL

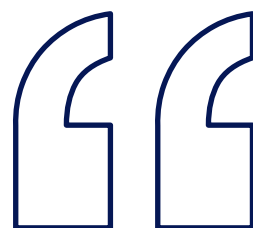
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Compiled and periodically reviewed by the TMBP™ Panel of Auditors

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Organizations do not rise to the level of their goals; they fall to the level of their systems and standards!

**James Clear**



*Let's raise our talent management standards*

## EXECUTIVE SUMMARY

Businesses don't do well because they have money and the latest technologies; they do well because they have the best people. If our organisations truly care about the contribution of human capital to enterprise performance competitiveness and sustainability, then they must begin in earnest to care about the practices that acquire, develop and retain the organization's most important asset - its talent. The Talent Management Best Practices™ (TMBP™) Standard is an integrated framework developed to mainstream and strengthen talent management, by defining leading edge practices across the Talent Delivery Value Chain (TDVC). The Standard condenses the most important dimensions of talent management in the form of auditable standards, implementation tools and impact metrics. Talk is cheap - we simply cannot remain stuck in talent management lexicon without delivering tangible business impact. We are at a

juncture where we just must act. Yet the process of aligning action to business requires the right tools. In the TMBP™ Standard, we have provided just that - a robust framework to guide talent management planning, execution, measurement and improvement. In formulating the TMBP™ Standard, the Technical Team is focused on providing an Excellency Framework against which investments and actions in talent management can be mapped, executed and evaluated. The Talent Dimensions and their respective Standards provide Human Capital Leaders with a set of rigorous, coherent and stretchy markers that meet international yardsticks in the management of organisational talent. When talent propositions are evidence-driven, they are bankable. The TMBP™ Standard reflects our commitment to support scientific, evidence-based approach to proposition and intervention in human capital management.



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*Enjoy deploying the TMBP™ Standard!*



## Is there a problem with Standards?



We are not entirely sure when it comes to your organisation. However, we are strongly aware of very specific indicators and observable red flags that shout 'Talent Management Standards are low, if not missing altogether' in most organisation. Picture this;



*Your hiring process is knee-jerk, and when you eventually have to hire, you are hiring 'below the bar'; You struggle to retain your top talent as the best in the pack leave, and the average ones remain; Your competitors are cannibalizing your top talent with ease; Employees are simply stuck in their current roles, no one knows or cares who is due for redeployment, where, when and why; Employees are left to their own wits to figure out or devise their developmental and career pathways; Current employees never seem good enough to fill vacant roles, during selection, external candidates outperform your employees by a mile; Promising, hyper-energetic newcomers 'run out of fuel' and quickly plateau; People mobility and progression takes place independent of need or merit; Talent exit interactions and conversations are chaotic and acrimonious; HR is a lone and losing voice on talent management discourse, and talent propositions from HR hardly have takers amongst business leaders and influencers.*

## C THE CASE

The list of red flags is endless. However, when an organisation's talent management effort and thrust is not supported by requisite standards, it becomes difficult, if not impossible, for the organisation to attain a level of 'talent culture' where talent management is a key business enabler, and the organisation's talent is a source of competitive advantage.

## ARCHITECTURE



1

### INTEGRATED TM TOOLKIT

- 1.1 Talent Management - Definitional, Illustrational and Application
- 1.2 Framework for developing your Talent Philosophy and Policy
- 1.3 Responsibility Matrix for Enterprise-wide Talent Management (ETM)
- 1.4 Building Talent Vantage - The Four Talent Levers
- 1.5 The Employer Brand Activation Framework
- 1.6 The PAiDA™ Talent Calibration Framework and Tool
- 1.7 The Talent Pool Health Matrix
- 1.8 Talent Delivery Value Chain Framework and Audit Template
- 1.9 Data Modeling Frameworks and Logics for Succession Mapping
- 1.10 Talent Management Program - Structured Implementation Roadmap
- 1.11. Framework for Building Talent Resilience (TR)

2

### THE TM MATURITY MODEL

- 2.1 Introduction to the TMBP™ Standard - Objectives & Architecture
- 2.2 The Talent Management Maturity Model (T-MMM)
- 2.3 The TMBP™ as a Talent Program Audit Framework

3

### TMBP™ STANDARDS

- 3.1 Talent Management - Business Alignment Standards
- 3.2 Talent Program Leadership Standards
- 3.3 Talent Acquisition Standards
- 3.4 Talent On-boarding Standards
- 3.5 Talent Development Standards
- 3.6 Talent Deployment Standards
- 3.7 Talent Engagement and Retention Standards
- 3.8 Mentoring and Coaching Standards
- 3.9 Succession Planning and Management Standards
- 3.10 Talent Off-boarding Standards

4

### THE TALENT SCOREBOARD

- 4.1 Using the TMBP™ Scorecard to Score & Improve your Performance
- 4.2 Data Analytical Architecture & the Integrated Talent Dashboard
- 4.3 Strategic Reporting Tools - Talent Locators and Scatter Maps
- 4.4 Beyond Audit - Strategic Fixes for the Talent Management Program



*Let there be Standards!*



## WHAT IS A STANDARD?

Whilst most Standards reflect insight on what can be termed ‘sound professional practice’ in their field of focus, the TMBP™ Standard is a more technically advanced set of published leading edge practices and guidelines that make a significant difference to the success of an organisation’s talent management program. The Practices and Guidelines are not meant to be prescriptive or absolute, and hence, do not set regulatory requirements or imperatives. However, they are designed to offer strongly reliable benchmarks of leading edge practices and performance yardsticks in the management of organizational talent. Consistent with the underlying objective of all standards, the TMBP™ Standard articulates those reliably repeatable practices that not only raise organizational and institutional performance thresholds, but create remarkable and sustainable talent vantage for organizations that consistently implement these Standards. What makes the TMBP™ Standard simply stand out amongst a plethora of talent management offerings is that it comes with a turnkey Implementation Toolkit; it is practical, you can start implementing today – and that is value!



## KEY OBJECTIVES OF THE TMBP<sup>TM</sup> STANDARD







## WHY PURCHASE?

With the TMBP<sup>TM</sup> Standard, you are getting for yourself the most comprehensive framework on talent management to date, which comes with the best technical tools, including a turnkey talent practices audit template. Using the TMBP<sup>TM</sup> Standard as your guiding framework gives you a strong handle of the talent management program implementation process!

*It's a no-brainer!*

## SUPPORT

S

Post-purchase, we will help you unlock the full value of the TMBP™ Standard, and realize a transformative experience. During implementation, iTMA will support you move up the Talent Management Maturity (T-MMM) ladder, through the following;



**Dipstick Talent Practices Audit** - we deploy the TMBP™ Standard to provide a rigorous, independent and objective audit of your organization's talent management practices, programmes, and capabilities. We document and report on the implementation gaps in your talent management program using the Talent Management Maturity Model (T-MMM), which is the overarching implementation framework of the TMBP Standard.



**Capability Building** - it takes talent to manage talent. Thus, we collaborate with the client to identify capability gaps that have the potential to bottleneck and decelerate the talent management program and effort. Based on the capability gap, we develop a detailed Training Matrix to ensure that all key stakeholder players to the talent agenda are appropriately capacitated. We consider stakeholder capacitation as a key part of managing change



**Implementation Support** - we are committed to seeing your talent management program succeed and transform business performance. Hence, our implementation support includes (i) updates on TMBP™ Standard upgrades and talent management trends, (ii) benchmarking insights from TMBP™ audits, and (iii) a dedicated TMBP™ Auditor to attend to your Frequently Asked Questions. We walk with you along the implementation journey.



**Certification and Recognition** - we acknowledge and celebrate organisations that are doing well in talent management program execution. We utilize the Annual Talent Conference to recognize undisputable achievements in talent pipeline transformations. Our awards framework address key areas such as stakeholder mobilization, talent management-business alignment, and social impact through talent investment, amongst others themes.

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## ONLINE STANDARD

Imagine a fully virtual TMBP™ Audit Experience!



Well, this is no longer a wish; it is now a reality. Since early 2023, iTMA has worked on creating a digital academy that provides its clients with digital services across its certification and consulting chain. We are pleased to advise that the TMBP™ Standard soon be available online for audit purposes. Whilst our clients will still receive your gloss quality hard copy of the Standard, they will also have an option to utilize the cloud-enabled online Standard to go through the full audit process, and that includes working with a virtual TMBP™ Auditor. Any organisation at any part of the globe can request, schedule and execute the TMBP™ audit conveniently, and cost effectively. How about that for value?





	TMBP™ Standard Purchase Fees	USD6, 850.00	
	TMBP™ Client On-boarding Session	*Included in Purchase Fees	
*	TMBP™ Audit and Activation Sessions x 6	USD8, 260.00	*Optional
	CTP™ Certification Training	USD1, 990.00 / Delegate	*Optional



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PURCHASING MANAGER DETAILS

Full Name	
Position	
Email Address	
Mobile Number	
Name of Organization	
Country of Operation	

PRODUCT SPECIFICATION

Invoice for & Issue TMBP™ Standard	
Deliver a High Level TMBP™ Session	
Schedule Dipstick TMBP™ Audit	
Offer CTP™ Certification Training	
Schedule Line Manager TM Training	
Signed	

### LEAD TMBP™ AUDITOR

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### Dr. Lydia Cillie-Schmidt

PhD in Industrial Psychology, MA in Industrial Psychology, Registered Industrial Psychologist with the South African Health Professionals Council (SAHPC), Partner at Learning Path International, Certificate in Occupational Directed Education, Training and Development Practices (ODETDP). Dr. Lydia is Treasurer at the Association of Change Management Professionals (ACMP) South African Chapter and Director for Memberships at the International Talent Management Academy. She brings an illustrious track record acquired through leading learning & talent at some of Africa's leading conglomerates

### LEAD TMBP™ TECHNICAL

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### Chris Tenga

M Sc. in Strategic Management, Chartered Talent Practitioner™, Chartered OD Practitioner™, Certified 3-D Mentor, Director for Memberships at the Association of Change Management Professionals (ACMP) South African Chapter. Chris is an accomplished talent and organisational effectiveness consultant, who brings hands-on experience in enterprise-wide talent transformations, talent management framework and tool development, capability building and setting up of talent management governance frameworks. He is Lead Trainer for the CTP™ & CODP™ programs.

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