



1. JOB TITLE

Manager: Talent Pipeline

2. PURPOSE STATEMENT

1. To lead the delivery of a high-quality talent pipeline for Capitec Bank to meet increased scarce skills demands and future sustainability.
2. To translate the talent pipeline strategy into initiatives as part of an integrated project plan.
3. To manage the implementation of the project plan through:
 - Partnering with the HR community, internal stakeholders and business (Heads / Line / Strategic Partners / Specialists, Marketing, Business Development and Technology) to achieve talent pipeline objectives
 - Building relationships with industry, educational institutions and BankSETA
 - Enabling data-led talent decisions through quality insights and reporting

3. DIRECT REPORTS

Direct Reports:
Talent Specialist x 2

4. KEY PERFORMANCE AREAS

- 4.1 Functional strategy development and execution
- 4.2 Data and talent insights
- 4.3 Industry best practice
- 4.4 People management
- 4.5 Reporting
- 4.6 Stakeholder management

5. KEY TASKS & ACCOUNTABILITIES

5.1 FUNCTIONAL STRATEGY DEVELOPMENT AND EXECUTION

- Operationalise and manage delivery of the Talent Management strategy through project management of initiatives, projects, campaigns calendarised activities.
- Provide input into overall Talent management strategy based on key learnings and business requirements pertaining to Scarce and Critical skills.
- Cascade the Talent Management strategic requirements (with a focus on Talent Pipeline) and plans to business clients and support and guide SPPs to take them forward.
- In partnership with key stakeholders, design and provide any required/supportive tools, learning etc. to the client
- Execute project management methodology; break the strategy up into the steps/ cases, plan strategic system utilisation, engage stakeholders etc to deliver the strategic objectives.
- Create and manage an effective rhythm, campaigns for new activities bearing in mind the HR calendar - make sure project timelines match to the HR & business calendar.
- Embed and align talent pipeline activities with other practices (e.g. academies).
- Plan, innovate and manage continuous improvement of the talent pipeline ecosystem.
- Elevate, expand and deepen the talent pipeline offering to the business.



- Deliver world class Programmes and initiatives to solve the scarce and critical skills gap (eg Graduate Development Programme) and optimise the outcomes for the business: research and have an external focus re. best practice, industry, create insights and make recommendations to Head of Department.
- Design and develop an approach (principles, framework, planning and processes) for internships within Capitec.
- Manage the delivery of internal/external bursary and learnership framework in line with the TM strategy to optimise return on investment and deliver the talent pipeline objectives.

5.2 DATA AND TALENT INSIGHTS

- Create an integrated view of the talent pipeline health status for the organisation
- Partner with business and strategic people partners to identify gaps and build pipelines for identified requirements/gaps.
- Align with HR stakeholders, Talent Acquisition and Learning and Development to integrate insights re Talent pipeline
- Provide insights to Head of Department to garner support and budget for future initiatives.

5.3 INDUSTRY BEST PRACTICE

- Conduct ongoing research to provide an external view - information and understanding of the external landscape, marketplace, workforce DNA, future of work to identify future skills requirements.
- Execute creative thinking re. improvements, technology, information and innovation (external) best practice etc. for more strategic and empirically informed talent pipeline.
- Understand implications and translate identified opportunities for Capitec Bank.
- Create motivations, draft cases for recommendations and changes to remain at the forefront of skills provision.

5.4 PEOPLE MANAGEMENT

- Propose and agree people headcount and budget with Head: Talent Management
- Collaborate with Talent Acquisition to recruit people in line with the department's future fit vision.
- Drive continuous engagement to embed values and culture objectives; create an engaging, enabling, and productive work climate aligned to the employee value proposition and Capitec culture principles.
- Ensure the understanding and clarity of objectives, and manage performance through commitment to KPAs, and compile personal development plans.
- Inspire, coach, mentor and motivate team members through effective engagement, knowledge transfer, and formal learning relevant to specific needs.
- Manage disciplinary matters as necessary.
- Ensure all associated resources, office infrastructure and equipment required for the team to perform their jobs effectively.
- Responsible for the day-to-day management of the team. For example: leave planning, capacity management, task allocation, etc.

5.5 REPORTING

- Work with Head: Talent Management to develop a data-led reporting methodology (sourcing, analytics and feedback) for Talent Pipeline initiatives and areas of concern.
- Provide feedback on the status / progress of Talent Pipeline projects and initiatives.
- Highlight Talent Pipeline risks and concerns to Head: Talent Management.
- Compile, deliver and present managerial reports relating to Talent Pipeline projects to inform managerial and Executive decision making.
- Work with Head: Talent Management and provide insights / data towards the completion of monthly, quarterly and annual management reports.
- Responsible for delivering reports in line with regulatory requirements and deadlines.

5.6 STAKEHOLDER MANAGEMENT

- Identify internal and external parties or stakeholders and define their criticality and appropriate engagement method to enhance the operation of the Talent Management Function.
- Establish and manage stakeholder expectations and develop understanding of their drivers to enable effective interactions and relationships.
- Responsible to ensure stakeholders (especially Strategic People Partners) understand the Talent Management Operating Model as well as their own role and required contribution towards the function.



- Align client and HR calendars and requirements to maintain effective rhythm and harmonious relationships.
- Collaborate at management level to broaden the view and understanding of the client areas and better serve the business with information to make decisions and plan.

5 JOB REQUIREMENTS

6.1 QUALIFICATIONS

Minimum:	<i>Qualification Type:</i>	IN	<i>Major:</i>	OR	<i>Major:</i>
	Bachelor's Degree		Psychology		Project Management
	<i>If the qualification type or major you need to capture is not on the lists provided, please specify the details of the qualification below:</i>				
Any relevant major: Human Resources / Business Management Commerce Engineering					
Ideal:	<i>Qualification Type:</i>	IN	<i>Major:</i>	OR	<i>Major:</i>
	A relevant post-graduate qualification		Psychology		Project Management
	<i>If the qualification type or major you need to capture is not on the lists provided, please specify the details of the qualification below:</i>				
Any relevant major: Human Resources Business Management Commerce Engineering					

6.2 KNOWLEDGE & EXPERIENCE

MINIMUM:

Knowledge

- Talent Acquisition and Talent Management processes
- Project, People and Operational Management Principles
- Business and commercial awareness and thinking
- Data analytics, trend analyses
- Research skills and abilities
- All legislation and regulatory requirements pertaining to talent management practices in a banking environment
Relevant Legislation (SDA, Learnerships, B-BBEE, EEA)

Experience

- 3 – 5 years in a similar capacity (middle to senior management role), in a Financial Services / Retail environment.
- Experience in delivering people solutions for large organisations.
- Experience in working alongside internal and external stakeholders to execute complex projects and initiatives from start to end.
- Proven experience in relationship building / stakeholder management with Academic / educational institutions.
- Relevant industry related networks.

IDEAL:

Knowledge

- Project Management
- Talent pipeline solutions
- Skills Development Levies (SETAs)
- Graduate programme management



- Data and analytical insights
- SAP

Experience

- 5+ years in a similar capacity (middle to senior management role), in a Financial Services / Retail environment.
- Developing and delivery of enterprise-wide talent pipeline solutions (delivery through other stakeholders on an enterprise level).
- Experience overseeing a business unit/ team.
- Experience in Human Resources practices across the employee value chain (Talent development, Talent management, etc.).
- Advanced people and data analytics (PowerBI would be beneficial).
- Previous SAP experience.
- International experience working experience