



SANRAL'S APPROACH TO PEOPLE AND TALENT MANAGEMENT

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South African History

Our path to industrialization – from a colony to a Union

Notre voie vers l'industrialisation – d'une colonie à une fédération

Post WW2, and Apartheid

Après la 2eme guerre mondiale, et l'Apartheid

Living and dealing with the past

Vivre et gérer le passé

1994 Democratic Elections - 1998 The South African National Roads Agency Limited (SANRAL)
1994 Elections démocratiques – 1998 L'agence des routes sud-africaine (SANRAL)

SANRAL = Agency of Government

Arms length from Government Limited -

Dual funding – Government and debt financed

Commercial Principles



SANRAL = Agence du gouvernement

Relative autonomie par rapport au gouvernement

Entreprise possédée par l'Etat

Double financement – Gouvernement et redevances

Principes commerciaux

Organisational Structure

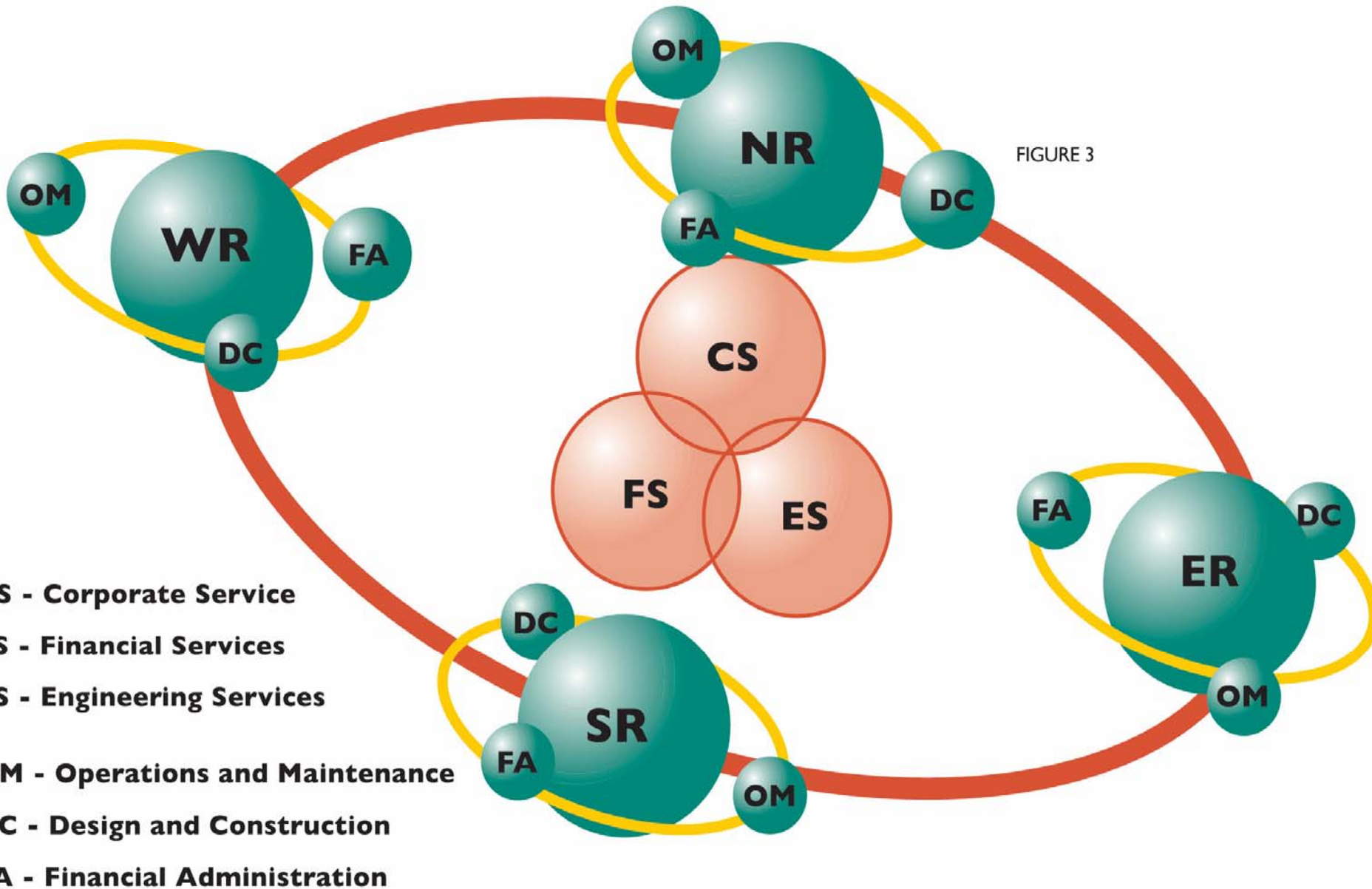


FIGURE 3



Type of Organization

Knowledge based

- Developmental
- Decision driven

Empowering

- Self development
- Mentorship
- Exposure



Democratisation and the New Economy – the birth of
SANRAL

Democratisation et la nouvelle économie – la naissance
de SANRAL

Roles, not Jobs.

Roles et non des
positions.

Clusters, not
Departments

Groupes et non des
départements

Flat, Matrix Structure.
Talent and

Structure plate et
matricielle

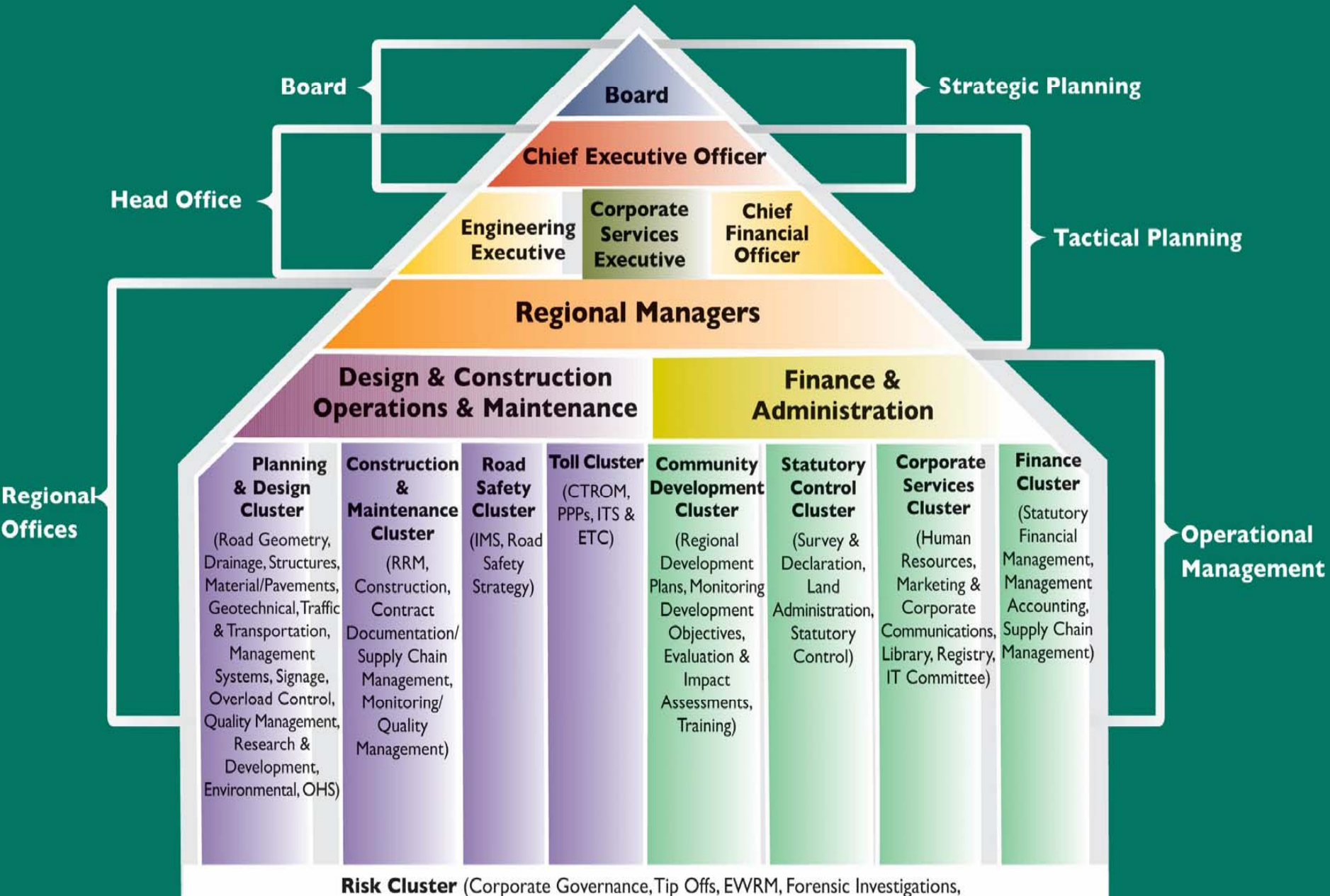
Competency
development

Developpement des
talents et des
compétences

Openness, Fairness and
Diversity.

Ouverture, équité et
diversité.

Management System



The Evolution of Engineering Competencies / an Engineering Career

Competence

Graduate

From Graduation of the basic degree
Orientation to the Roads
Industry takes 4-7 years
"Reproduces" fairly routine work
Under strict supervision

4 to 7 Years

Takes independent decisions

Specialisation

Mentor

7-12 years

Consultation

After 15 years + in the profession ,
as a senior in the business
Acts as a Mentor and Coach to younger Engineers

Time

Professional exams
PR Eng / PR Tech Eng

7 - 12 years
After professional registration the Eng. Can begin to function as an Intellectual and productive entity. In Industry they would begin to earn revenue and start to operate with less supervision. During this time specialisation takes place.

Why cluster ? (cont.)

Some decisions matter more than others

- **Crucial to building value in business, strategic and operating for effective execution**

Action is the goal

- **Decision --- implementation**

Decision roles trump the organisational chart

- **No decision making structure is perfect. Key is the cluster**



Why cluster ? (cont.)

Well –aligned organisation reinforces roles

- Reinforces right approach to harmonization and one message, information flows and culture, not routine but interrogative but supportive

Practice beats preaching

- Involves the people who will “live” with the decision(s). The very process of thinking and being part of making the decisions motivates people to adopt them

Why cluster ?

- Inclusive – collective responsibility
- Alignment – structure
- Consistency – one message
- Quality decisions – organisational performance
- High performing organisation
 - Make good decisions and make them happen
- Trick in decision making is to avoid becoming either mindlessly global or hopelessly local



What SANRAL HRM does differently

Ce que SANTRAL fait différemment?

1. Focussing on Leadership Development;
2. Fund and encourage General Management Development Programmes;
3. Move HRM towards transformation role:
4. Introducing Mentoring and Coaching
5. Monitoring.....

1. Développement du leadership;
2. Financement et encouragement des programmes de développement des gestionnaires;
3. Gestion des RH pour la transformation
4. Mentorat et coaching
5. Suivi



Internal Coaching: Managers as coaches

Le Coaching à l'interne : les gestionnaires

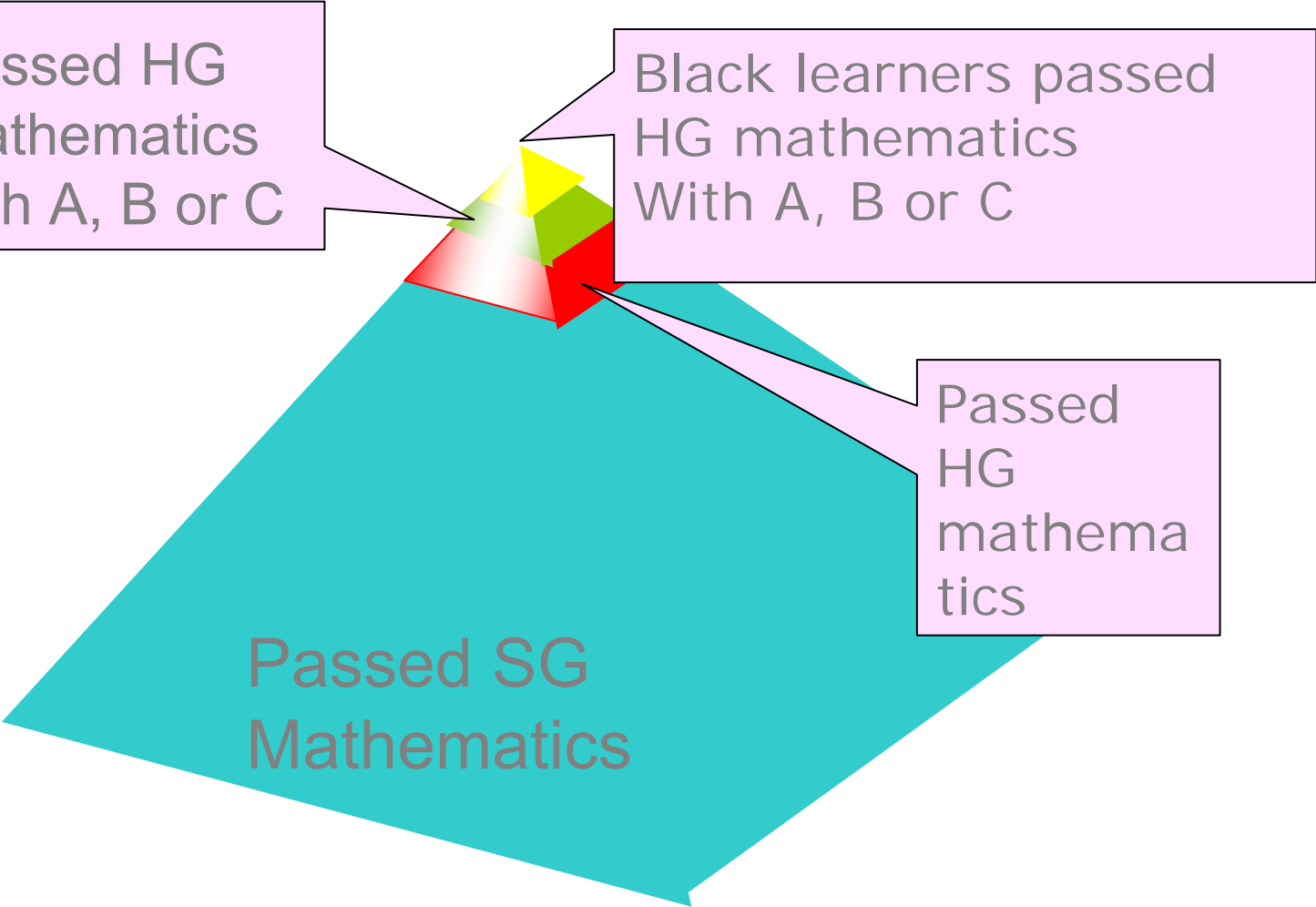
- an internal coach often can use their existing insights about the organization and its players to make faster initial progress in suggesting a developmental agenda;
 - an internal coach is more likely to be able to observe or hear about how those being coached are doing and fold those observations back into the coaching
 - internal coaching is a sign of a learning organisation (Senge, 1990).
- un coach peut utiliser sa connaissance de l'organisation et favoriser un agenda de développement plus rapide
 - un coach interne est susceptible de voir et comprendre comment le coaché évolue et réintroduire cette information dans la démarche
 - le coaching interne est signe d'un organisation apprenante (Senge, 1990).

Why is coaching a focus throughout the organisation?

Pourquoi l'intérêt de l'organisation pour le coaching ?

- Maximising learning for both coach and employee
- Heightening a sense of self awareness and the ability to problem solve
- Improving organisational performance & sustainability
- Winning in the war for talent - developing and retaining
- Benefits flow to leaders who coach others

- Maximise l'apprentissage pour le coach et l'employé
- Connaissance de soi accrue et capacité de résolution de problème améliorée
- Amélioration de la performance organisationnelle et sa persistance
- victoire sur la guerre du talent du développement et de la
- bénéficie aux leaders qui coachent d'autres



Passed HG
Mathematics
with A, B or C

Black learners passed
HG mathematics
With A, B or C

Passed
HG
mathema
tics

Passed SG
Mathematics

Challenges

Ageing Workforce

Huge upswing in Infrastructure

**Development Lots more work –
more KMS to look after**

**Implementing Affirmative action
making SANRAL more
representative**

Ageing Workforce

**Recruitment of skilled and
experienced people with the
correct attitude, values**

Retention

**Managing employee career
expectations**

Higher demand for skills

**Changing workforce (other
professionals, women, younger
people, different people)**

Main-d'œuvre vieillissante

**Enorme augmentation dans le
développement des
infrastructures => plus de
travail et plus de kilomètres à
surveiller**

**Mettre en oeuvre "l'action
affirmative" en rendant
SANRAL plus représentative**

**Recrutement de personnes
qualifiées et expérimentées
ayant une éthique et des
valeurs**

Garder les employés

**Gerer les projets de carrières des
employés**

**Une plus grande demande de
compétences**

**Une main d'oeuvre changeante (
autres professionnels,
femmes, personnes plus
jeune, personnes différentes)**

Roads are not merely transportation conveniences, but life-giving arterials

Driving the wheels of the economy forward



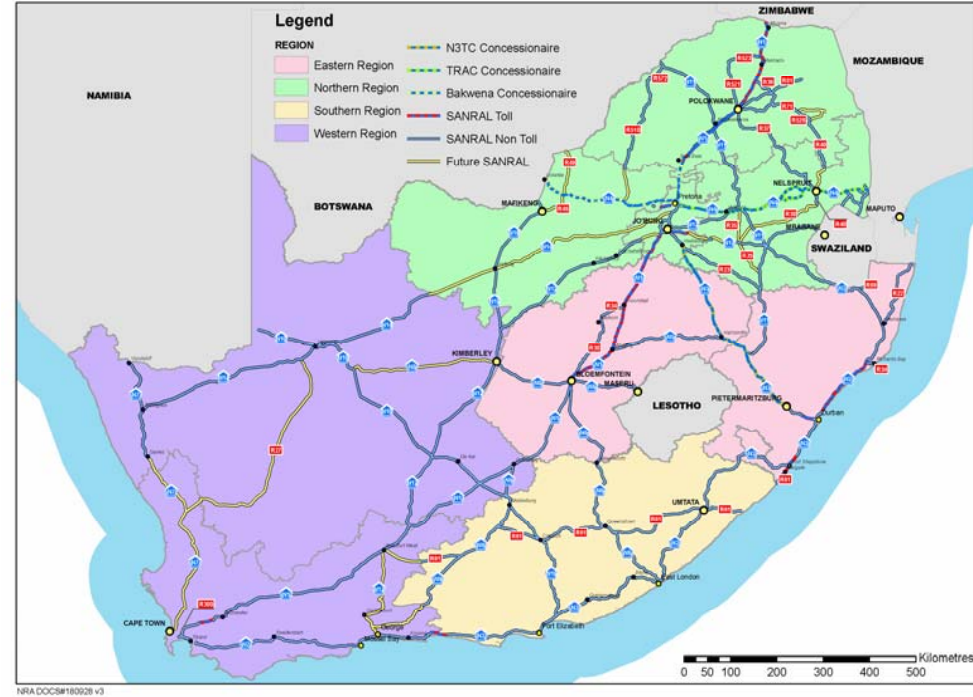
**Where There's a Road,
There's a Way**



**Where roads are built and maintained
... everything improves**

Imagine SA without Roads

Thank You



Merci