

**AGENDA of the
Portfolio Committee : Management Services
3 August 2023
(Also the agenda for the Mayoral Committee Meeting : 16 August 2023)**

**3.
DRAFT STRATEGIC TALENT MANAGEMENT FRAMEWORK**

**L Bucchianeri
19 June 2023**

Senior Manager: Human Resources

(028) 313 8120

1. Executive Summary

The purpose of this policy is to ensure that the draft Strategic Talent Management Framework is in line with the Municipal Staff Regulations.

2. Service Delivery and Budget Implementation Plan - IGNITE

Directorate : Management Services
Department : Human Resources

3. Compliance with Strategic Priorities

Provision of democratic, accountable and ethical governance
Provision and maintenance of municipal services
Creation and maintenance of a safe and healthy environment

4. Delegated Authority

None

5. Legal Requirements

Local Government: Municipal Staff Regulations GN 890 of 20 September 2021.
Local Government: Guidelines for the implementation of the Municipal Staff Regulations GN 891 of 20 September 2021.
Labour Relations Act, No 66 of 1995.

6. Background/Discussion/Evaluation/Conclusion

Background

The purpose of the draft Strategic Talent Management Framework is to ensure that all staff members understand and are informed of the Strategic Talent Management Framework of the Municipality.

7. Financial Implications

None

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8. Staff Implications

None

9. Comments from other Departments, Divisions and Administrations

This item served before the Local Labour Forum on 13 June 2023.

10. Annexures

Annexure A: Draft Strategic Talent Management Framework

RECOMMENDATION TO THE COUNCIL:

that the Draft Strategic Talent Management Framework **be approved.**

RESPONSIBLE OFFICIAL :

L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION :

AUGUST 2023

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Senior Manager: Human Resources

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THIS MATTER SERVED BEFORE THE MANAGEMENT SERVICES PORTFOLIO COMMITTEE ON 3 AUGUST 2023, WHICH COMMITTEE RECOMMENDED AS FOLLOWS:

RECOMMENDATION TO THE COUNCIL:

that the Draft Strategic Talent Management Framework **be approved.**

RESPONSIBLE OFFICIAL :

L BUCCHIANERI

TARGET DATE FOR IMPLEMENTATION :

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OVERSTRAND MUNICIPALITY

STRATEGIC TALENT MANAGEMENT

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GLOSSARY OF TERMS	
TERM	DESCRIPTION
Baby Boomers	People born between the years 1946 and 1964
Career conversations	Conversations (usually annually) between an employee and the direct supervisor to align career aspirations with readiness for future potential positions and to assess competency gaps for development in the current job and future potential career paths
Coaching	A formal process, entered into by 'contract' between an employee and a third party whereby new skills, behaviours and attitudes are learned in order to enable the employee to step into his / her role more effectively
Career planning/pathing	The formulation of a fluid plan and strategy for a staff member to ensure the optimal development of his/her potential and skills
Competency	A specific category of knowledge, skills and behaviours which need to be demonstrated to show that the person meets the required standard of competence at the defined proficiency level
Critical role	A role that, if vacant or performed below standard, has a significant negative impact on the organisation's ability to conduct business.
Employee Value Proposition	The unique set of benefits that an employee receives in return for skills, capabilities, and experience they bring to an organisation
Engagement	Where employees are involved and committed to work goals. This includes finding personal meaning and motivation in their work, receiving positive interpersonal support, and functioning in a meaningful work environment

GLOSSARY OF TERMS	
TERM	DESCRIPTION
Generation X	People born between the years 1965 and 1980
Generation Y	People born between the years 1981 and 1994, also known as Millennials
HRIS	Human Resources Information System
Potential	The ability of an individual to perform work at the next level of the organisation, based on accumulated skills and experience as evidenced by past achievement, ability to learn new skills and willingness to tackle bigger, more complex or higher-quality assignments
Psychological contract	Describes the understandings, beliefs and commitments that exist between an employee and employer. The psychological contract is fundamentally a description of the employment relationship as perceived by each party
Scarce skills	Those skills that are critical to the organisation and in short supply either internally (within the Municipality) or externally (within the labour market)
Skills gap	The difference between skills that employers want or need, and the skills that employees have to offer
Succession planning/pathing	Involves matching identified talented individuals with future potential positions and creating talent pools for certain key levels and disciplines to ensure all roles are filled timeously to avoid business risk

GLOSSARY OF TERMS	
TERM	DESCRIPTION
Talent	Refers to people with special abilities, aptitudes, skills or gifts which enable them to perform certain tasks effectively
Talent development	The development includes the various development actions for the talent pool to address the talent gap, including performance development (developing skills for their current jobs) and career development (career planning and developing skills for future potential jobs)
Talent pool/pipeline	A pool of candidates who are ready to fill a position. these can be employees who are prospects for advancement, or external candidates partially or fully prequalified to take an opening
Talent release	Involves the identification and management of existing continuous underperformers. The performance management policy must be followed to release people timeously to avoid a negative impact on service delivery.
Talent retention	Keeping the existing talent pool and the broader category of employees, through the perception that the Municipality is seen as an employer of choice with a sound value proposition
Talent sourcing	Talent recruitment involves a strategic approach to attracting and recruiting talent both internally and within the external labour market to address the gaps that may be identified in the succession planning process skills audits

1. INTRODUCTION

In terms of the Staff regulations guidelines(GN 891):

The attraction and retention of competent staff must form part of the municipality's talent management framework and strategy.

Talent management is an integrated process designed to attract, retain and develop competent staff.

Effective talent management ensures operational continuity and sustainability of the municipality by ensuring that the appropriate people, with the appropriate skills, are in the appropriate job at the right time.

The municipal manager must ensure that the municipality develops and implements an effective staff attraction and retention strategy and plan.

A committee of the municipal council established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) must monitor the implementation of the approved staff attraction and retention strategy and plan.

The Strategy will address various talent-related definitions, approaches, and principles applicable to Talent Management within the Municipality; and explain various processes and tools to ensure the effective identification of talent, succession planning, attraction and sourcing, and development and retention of talented staff. The document is to bring to light the critical factors which must be taken into account to ensure that the Municipality can institute the best Talent Management practices. The framework will strive to guide Talent Management practices within the Municipality to eventually improve and advance the maturity of Talent Management applications within the Organisation.

Currently, there is a lack of Talent Management practices, as well as a linkage thereof to the broader Human Resources system and practices at the Overstrand Municipality. There is also an absence of clear succession planning, skills audits and organisational culture driving Talent Management. Senior managers and Human Resources staff within the Municipality engage in a multitude of Talent Management functions such as performance management, recruitment, training and development, reward & recognition, career development, mentoring and coaching. However, currently, these functions are implemented in isolation.

1.1. TALENT MANAGEMENT STATUS AT OVERSTRAND MUNICIPALITY

Currently, the Overstrand Municipality is operating on level one (1) as depicted by the model, but the focus is to reach level four (4) as the process matures at the Municipality. The below table outlines the various levels of Talent Management maturity:

TALENT MANAGEMENT MATURITY MODEL

Level 4: Strategic Talent Management

Fully integrated processes and systems used to make strategic organisational decisions

Talen Management is Strategically driven

Level 3: Integrated Talent Management

Intense focus on aligning systems & processes

Teams are responsible for talent initiatives

Level 2: Standardized Talent Processes

Talent processes are consistent and adjustable

Some integration of processes

Several systems are connected through manual processes

Level 1: Isolated HR Processes

Isolated HR processes/silos

Systems are in place but not connected

The Maturity assessment that was done during the review of the HR Strategy depicted the following shortcomings at Overstrand Municipality:

Talent Management	119	Talent Management's policies are not documented, or they are currently in draft or waiting for approval
	120	No Talent Management processes are documented, or they are currently in draft or waiting for approval

121	Talent Management policies and procedures are not regularly reviewed and there is no appropriately constituted forum to ensure alignment with the best practice and compliance to legal requirements
122	The Municipality does not have a defined talent pool, containing a list of employees that are regarded as talented, whose development, performance management, succession and career planning are actively managed as a priority
123	No data is collected on talent e.g. age; skills; prioritisation of the skill etc. for future Municipal needs that should be provided as input into other Human Capital Management functions such as Strategic HR. Planning, Recruitment, Training & development etc. to identify corrective and preventative actions
124	Management does not display ownership of the Talent Management function by actively managing performance and prioritising the development of key talent for succession & retention

2. DEFINE TALENT MANAGEMENT

Talent management in a municipality involves the strategy and process of identifying, developing, and retaining talented employees to achieve an organization's goals. It is an important factor that drives the success of any organization, especially in the public sector. As the Overstrand municipality are responsible for providing services to citizens and managing public resources, they need to ensure they have the right people in the right place to deliver the best quality of service.

The primary focus of talent management is to attract and develop the best candidates for municipal jobs. This is done by optimizing recruitment and selection processes, ensuring the right fit between job roles and candidates, and offering competitive compensation and benefits. To identify the right talent, municipalities need to assess the skills, experience, and competencies of potential employees. It is also important to ensure that job postings are accurately advertised and that there are no barriers for qualified individuals to apply for the available positions.

The Overstrand Municipality should also develop a comprehensive system for the training and development of current employees. This can be done through providing educational opportunities, offering promotions and professional development, and recognizing significant accomplishments. Training and development should be tailored to the needs and abilities of each employee and should be a continuous process that is regularly reviewed by supervisors.

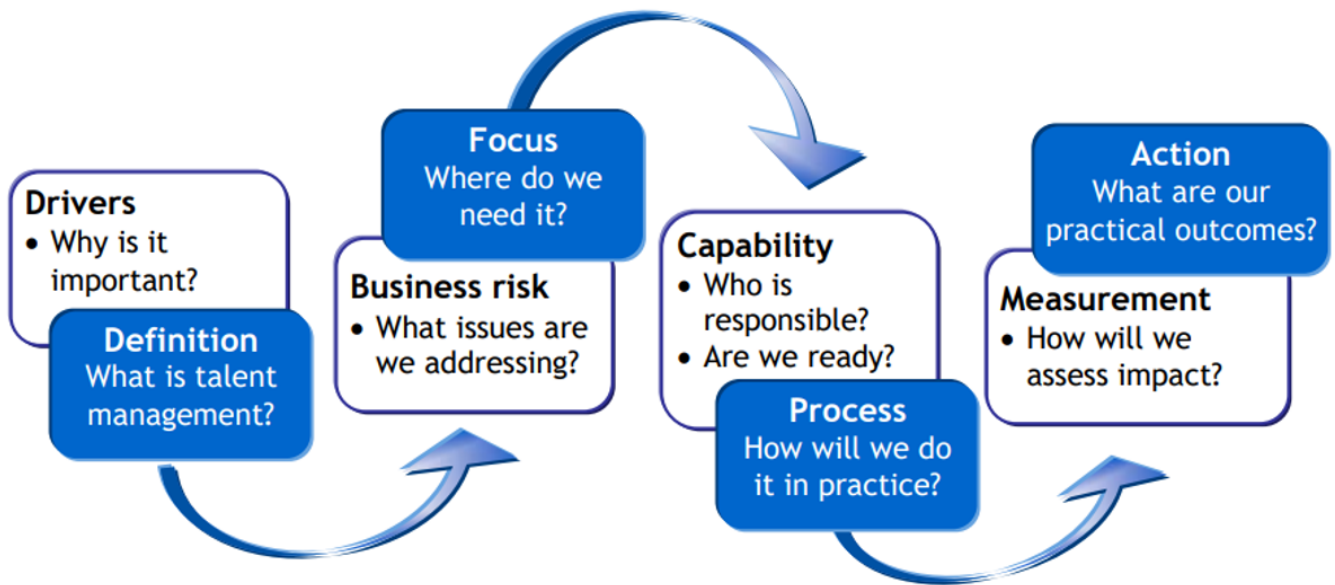
Retention of talented employees is also important as it requires a comprehensive approach to employee engagement and fostering a positive organizational culture. Having an effective performance management system, offering rewards and recognition programs, and providing employees.

At the Overstrand Municipality, talented people are seen as those with special abilities, aptitudes, skills or gifts which enable them to perform certain tasks more effectively than others. For the purposes of this document, "talent" will thus refer to individuals who can make a positive impact on the Municipality's performance either through immediate contribution or by demonstrating high levels of potential contribution at a later stage.

It is important to note that the Overstrand Municipality's overall strategic objectives must be used as a foundation to identify the necessary skills and abilities of its current and future workforce to achieve its objectives. The Talent Management process will thus involve an in-depth skills analysis within each Directorate of the Municipality and in reaction to the identified skills gaps, a responsive sourcing process for the most suitable candidates to address the identified gaps. It is furthermore necessary to develop recruited candidates through various training and development techniques and effectively engage with, retain and motivate talent to achieve the long-term goals of the Municipality.

Talent Management will therefore be driven by the Municipal strategy and goals and should thus be seen as a core organisational practice. It permeates all aspects of the Human Resources function, and it is thus necessary for not only the HR division at the Overstrand Municipality but also line and senior managers from divisions across the Municipality to adopt the approach of enabling the potential of all staff in order to facilitate and secure the flow of talent in the Organisation.

2.1. TALENT MANAGEMENT STEPS



Each of the above steps has a set of questions about a specific business process the municipality should embark upon the ability to improve People Management and further employee engagement in the Municipality. The different phases should address the capacity of Managers to implement Talent management and to ensure that the impact benefits the Municipality.

2.2. PROPOSED TALENT MANAGEMENT FRAMEWORK

The below image depicts the proposed Talent Management Process at Overstrand Municipality:



3. PURPOSE OF TALENT MANAGEMENT AT THE OVERSTRAND MUNICIPALITY

The goal of Talent Management in the Municipality is to create and sustain a pipeline or pool of talented individuals who will contribute to the effective achievement of organizational goals. Furthermore, Talent Management is a type of employee recognition and development that strengthens the psychological contract, resulting in a more motivated and loyal workforce, increased productivity, innovation, high employee contribution to Municipal objectives, and retention. Thus, it directly provides real and tangible benefits of effective knowledge transfer (quality management), the realization of the Municipality's strategy, the delivery of above-standard services, the creation of a competitive advantage for the Municipality, and the reduction of recruitment costs.

The attraction, growth and retention of talent are key factors for an organisation such as the Overstrand Municipality which is knowledge- and service-delivery driven. The process, if implemented correctly, will lead to the Overstrand Municipality being perceived as an employer of choice, which is an aspiration stated in the Vision of the Municipality's HR Strategy and Plan. There is a dire need to effectively manage talent at the Overstrand Municipality which can only be done

by following an integrated Talent Management approach. The document focuses on the following implications with regards to Talent Management at Overstrand Municipality:

- **To address many touch points along the employee's career cycle including attracting, retaining, developing and motivating**
- **To consider internal and external talent pools to fill the talent pipeline**
- **To consider balancing the Organisation's bottom-line performance interests with the interests of employees**
- **To involve the systematic identification of key positions contributing to the Organisation's sustainable competitive advantage**
- **To have a clear linkage to the Organisation's strategy with guidelines on the utilisation of resources to achieve objectives**
- **To consider the uncertain nature of the Organisation and build the capacity to adjust and realign as is necessary with the talent that exists in the Municipality.**

4. CHALLENGES OF TALENT MANAGEMENT AT OVERSTRAND MUNICIPALITY

4.1. THE FOLLOWING CHALLENGES AT THE OVERSTRAND MUNICIPALITY MAY BE RECTIFIED BY MEANS OF IMPLEMENTING SOUND TALENT MANAGEMENT PRACTICES:

- **An imbalance in employment equity figures within the Organisation, which means that the identification and accelerated development of successors for managerial and technical specialist posts must receive attention.**
- **An ageing workforce implies that skills and knowledge will be lost with retirement and other exits without a talent pipeline within the Municipality where skills have been transferred and captured.**
- **High recruitment-related costs and urgent filling of vacancies, which could have been avoided if sound Talent Management processes were in place**
- **Perceived underperformance related to individual performance and innovation**
- **Not making optimum use of the benefits that diversity in the workplace offers**
- **A lack of clear competency frameworks to identify skills needs.**

- **Time wasted between the identification of skills gaps and the implementation of learning interventions.**
- **A definite shortage of critical skills.**

4.2 THE FOLLOWING CHALLENGES MAY ARISE DURING THE IMPLEMENTATION PROCESS OF TALENT MANAGEMENT AT THE OVERSTRAND MUNICIPALITY:

- **Those involved in the process must remain objective and fair**
- **To manage everyone's uniqueness and avoid categorizing behaviour and responses. considering each employee's needs, context, environment, culture and age (*refer to career stages*)**
- **The Human Resources function should move toward adding value and being less administrative.**
- **Talent should not be pushed beyond their emotional capacities in terms of task pressures, long hours and additional projects.**
- **The accurate measurement of ability, performance, and aspiration**
- **Managers may define talent through personal filters (subjective)**
- **Accurate budgeting and planning for Talent Management initiatives.**
- **Line managers not rewarded enough for driving Talent Management initiatives and a people-focused agenda.**
- **Time and availability (to conduct career conversations, for mentoring and training, and for tracking progress)**
- **The emotional readiness of an employee to transition into a new post or working environment.**
- **New colleagues may treat talented individuals as a threat.**
- **Change in economic cycles and market conditions may make it difficult for talented employees to commit to career growth.**
- **It is not always possible to achieve a career plan, mainly due to external factors.**

5. PRINCIPLES OF TALENT MANAGEMENT AT OVERSTRAND MUNICIPALITY

The following principles form a foundation for Talent Management at the Overstrand Municipality:

Principle	Description
Talent Management is a core strategic business practice	The main goal of an integrated Talent Management process is to build employee capability in relation to Municipal needs. It should be one of the top five strategic business practices after strategic, budget, business and performance reviews.
Talent Management is an integrated framework aligned with Municipal goals	Talent Management is involved in all dynamics of the HR value chain. It is a consistent yet adaptable approach to enable talent planning and correct talent movement across the Municipality.
Talent Management seeks to identify key talent to ensure the best people are placed in critical posts	Key talent must be identified to ensure that the best-qualified persons are placed in the most critical posts. The focus of Talent Management will be mainly on top/senior level posts and scarce skills positions, but also with some focus on lower-level posts at the Overstrand Municipality.
Priority will be given to developing talent already employed by the Overstrand Municipality	Sourcing talent will first be focused on the existing Municipal workforce. Where no talent exists internally, recruitment of appropriate external talent will take place.
The main criteria for assessing talent is evidence of	The capacity of a person to transition to a higher post level in terms of ability, attitude, behaviour, attributes, employee engagement, career track record, aspirations and competency measurements will be taken into consideration. Assessments will be utilized regarding

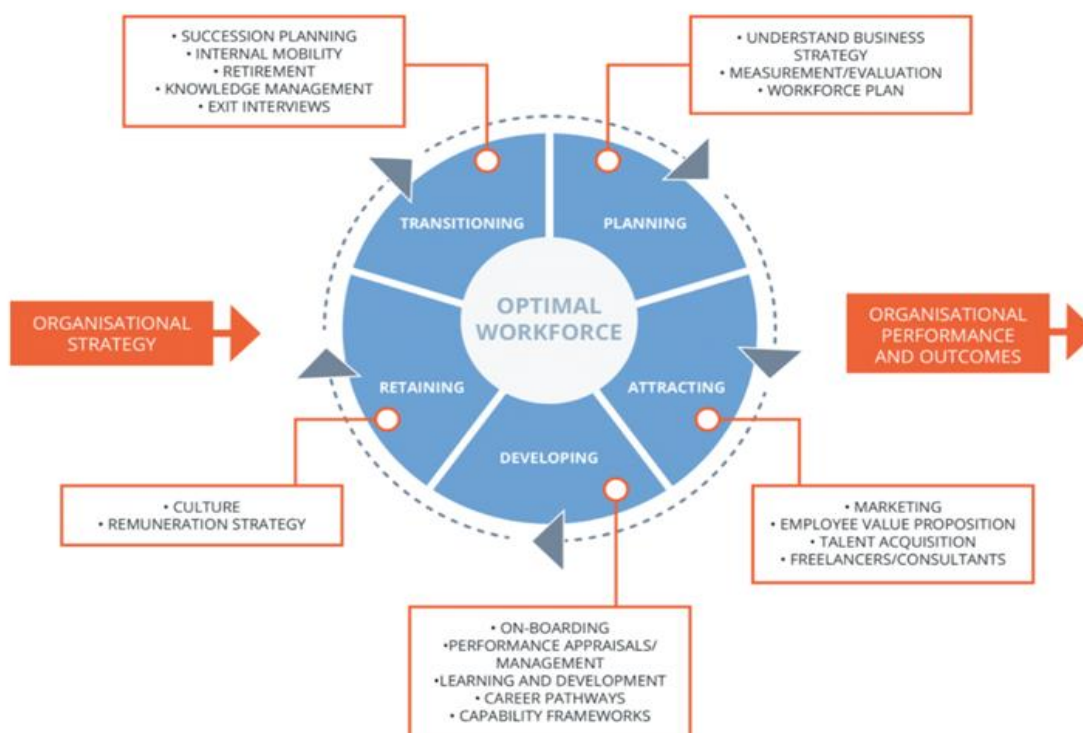
Principle	Description
performance and potential	these characteristics to support the decision of placing or developing talent.
Line managers take accountability for Talent Management, supported by the HR Division	Line managers should manage talent within their respective divisions. The HR Division is to guide and support line managers in the Talent Management process, where identified talented employees will be required to drive their own personal and career development (which must in turn be supported by the Overstrand Municipality in terms of culture and development initiatives).
A Talent Management Committee is to identify and review key talent across the Municipality	An overall process for reviewing performance evidence and potential, development needs and interventions, career pathing and succession management will be provided by the TMC.
Performance Management processes are critical to effective Talent Management	Performance Management at the Overstrand Municipality is to be consistent and effective. High-flyers (see <i>The 9-Box Matrix</i>) are to be managed as talent or potential talent, where Underperformers must be managed through continuous monitoring, opportunities for improvement and resolutions.
Succession Planning and the creation of talent pipelines are fundamental to Talent Management	Talent Management aims to ensure that critical or scarce skills posts are filled immediately without pause in the workflow. It is important to review the needs of the Municipality and the current talent pipeline regularly, as strategic Municipal requirements may change annually. If an employee is identified as a successor to a post, it is important for the employee to be made aware that there is no guarantee of the position that one is linked to. The correct skills, behaviours, qualifications and experience will be the determining factors of who

Principle	Description
	will be appointed for the post when and if it becomes vacant in the employee's career life.
Development and applied learning opportunities are important for talent development and retention	The Overstrand Municipality is to ensure that identified talent is exposed to applied learning and development opportunities. Continuous communication should take place in terms of career planning/pathing and talent development.
Talent Management must emphasize supporting and reaching EE targets	Accelerated development initiatives will be prioritized for potential EE candidates in order for the Municipality to achieve EE plans.
Retention initiatives will be implemented	Strategic retention initiatives must be implemented across all levels and posts of the Overstrand Municipality, but with a specific focus on identified talent in terms of critical and scarce skills posts.
Competency frameworks and standards will provide for meeting skills demands	Competency profiles on leadership and technical posts must be developed to support the growth of competence across many levels rather than for specific posts.
Talent Management is to be a critical part of the culture at the Overstrand Municipality	Talent Management is directly involved with the Municipal strategy and key HR functions. It should thus form an integral part of the culture of the Municipality in terms of leadership styles, values and behaviours, processes and people.
Talent Management information must be	Talent Management information shall be managed in a fair, ethical, honest and respectful manner. Information about an employee's

Principle	Description
transparent, respectful and consistent	<p>career path will be shared with the individual in an open, honest and constructive manner. The TMC will assist in ensuring fair, respectful and transparent communication on a constant basis.</p> <p>HRIS will play a role in the safekeeping of information in terms of confidentiality (when required) and availability of data and processes at all times.</p>

6. DIMENSIONS OF TALENT MANAGEMENT AT OVERSTRAND MUNICIPALITY

Talent Management should be a comprehensive approach ensuring that the reciprocating relationships among the various Human Resources practices are addressed. The diagram below is a summary of key Human Resource function dimensions which must be addressed and aligned within the Talent Management process at the Municipality. It also indicates the fluidity that the function must allow for:



6.1 WORKFORCE STAFFING:

Job/Post Analysis

Job (or post) analysis is the systematic study of posts within the Municipality where the knowledge, skills and abilities needed to perform the tasks of a post effectively are defined. The resulting information serves as the foundation for strategic Talent Management. It links the Organisation's strategy and work outcomes by providing a clear understanding of the required job behaviours, human characteristics required to perform the activities, the context in which the job is performed, and the outcomes of the job.

Talent Acquisition

Talent acquisition is the process of attracting the most suitable and talented individuals to apply for a post within the Municipality. The term is to replace the outdated term of "recruitment" and signifies a strategic focus on identifying candidates whose skills are aligned with both the short- and long-term needs of the Municipality as an organisation. Proper Talent Management practices in its entirety ties in greatly with the concept of talent acquisition, as the Organisation would want to be seen as an employer of choice to attract the best candidates.

It is critical that the Overstrand Municipality's recruitment function adopts a more strategic focus on attracting talent. The recruitment function's strategy for attracting talent could be tailored to the target market. For example, in the search for white-collar talent, digital advertising, application, and initial interviewing processes should be used instead of paper-driven processes because a larger pool of white-collar talent is likely to use digital means in searching for opportunities and information.

Employee Selection

Employee selection should include assessing and identifying candidates who best fit the job requirements and the Overstrand Municipality's culture. The process will include strategies for efficiently assessing job candidates, ensuring fair treatment of incumbents, fair outcomes, and accurately predicting the probability of success in their target role. It is therefore critical that the

Municipality's culture be implemented and well-established, job tasks and skills required to complete the post's tasks are clearly documented, and policies and legislation are followed at all times.

Onboarding/Deployment and Transitioning

The process of assimilating a new incumbent of a post to the Organization and post is known as onboarding. The Overstrand Municipality is currently developing an Onboarding policy. However, the onboarding process should include a series of activities that take place over time, such as learning about the Municipality's core purpose, the specific division and post tasks, and building constructive relationships with the rest of the workforce.

Onboarding need not only to take place with externally recruited candidates at the Overstrand Municipality but also with internally transferred or promoted staff who will need to settle into a new post and possibly a new division and/or Directorate with other colleagues. This form of internal onboarding is also known as deployment or transitioning.

The process is much the same as onboarding for external incumbents with the aim of familiarizing the incumbent with the new division, colleagues and job tasks. It will enable the incumbent to be as productive and efficient (impactful) as soon as possible within the new post and division.

Onboarding and transitioning are important aspects and should always be handled consistently and professionally once implemented.

If done correctly and according to the Municipality's culture, incumbents will form a long-standing loyalty toward the Municipality and thus be motivated to continuously be efficient in the delivery of work tasks.

6.2. WORKFORCE DEVELOPMENT:

Training and Development

Applying structured methods in order for the workforce or an individual staff member to acquire or enhance knowledge, skills and abilities to achieve higher levels of productivity is known as training and development. The process is only beneficial when it is linked to the overall goals of the Municipality. Thus, learning and development programmes must be designed and implemented in order to address current and future knowledge and skills gaps.

Leadership Development

Leader development refers to improving the competence of those who play leading roles in the Municipality (line managers). It involves identifying individuals who have the potential to lead and consequently supporting their growth through the right set of training and experiences.

Career Planning / Pathing

Career planning is a bundle of activities that helps prepare current staff for their advancement within an organisation. Currently, the Overstrand Municipality will need to implement Career Planning processes with more tact and rigour. The process of Career Planning or Pathing should include assisting staff in formulating a future career plan taking into account their interests, skills, qualifications and available opportunities within the Municipality.

The staff member's strengths and interests must be realistically assessed and identified, after which a career path must be mapped with development efforts in alignment with the Municipality's workforce requirements and the individual's career goals.

Progress Evaluation and HR Metrics

Program evaluation refers to the process of assessing the impact of an intervention. The process involves developing hypotheses about expected outcomes, collecting data to assess the actual impact of the program, and analysing the results of the program in order to identify areas for improvement. Once implementing the Talent Management process, the HR division of the Municipality should devise such an assessment tool to determine the effectiveness of its workforce development initiatives.

6.3. WORKFORCE MANAGEMENT:

Performance Management

Performance management is the process in which individual efforts and outcomes are evaluated against key performance indicators of a post, which in turn are aligned with the strategic objectives of the Municipality. The purpose of performance management is to motivate staff toward productivity and self-development as well as to identify possible skills gaps for rectification in the Talent Management process once it is underway. Performance management will however also be vital to the identification and development of talent.

The process relies heavily on participative and constructive communication and feedback between the staff member and line manager. It will not be an isolated activity once Talent Management is implemented, as it links with dimensions such as career planning (staff growth and development), compensation and benefits, training and development, and thus overall with the Talent Management process.

During the performance management stage, it is also important to identify continuous underperformers for talent release in congruence with the Municipality's performance management practices and policy. It is vital to ensure that the Municipality does not only retain average to high performers but also assists in the exit of underperformers who will negatively impact the Municipality's journey in obtaining its objectives.

Compensation and Benefits

The compensation process, if administered correctly, is a motivational tool used for recognising staff and retaining talent. The focus is on ensuring internal and external equity in pay and administering rewards packages.

The process also serves as an important mechanism to communicate what is valued by the Municipality. Effective and steady compensation processes allow the Overstrand Municipality to maintain a competitive position in the employment market.

Staff who create and contribute value to the Municipality should receive value back in the form of EVP (Employee Value Proposition). EVP is a key differentiator of success for organisations competing to recruit, develop, inspire and retain talented people. The best practice is to develop a credible and competitive EVP who can be responsive to the expectations of talent.

Workforce Analytics and Planning

Workforce planning is a systemic approach used for assessing current workforce utilization. The process requires determining priorities and allocating resources (people, capital, or materials) where they can be the most effective and productive. It involves forecasting future staffing needs in order for the right talent to be available for the right roles at the right time and the right cost. Currently, the Overstrand Municipality does not have an effective workforce planning process in place and will thus need to be addressed when implementing the Talent Management framework.

Succession Planning

Succession planning is the process of strategically mapping and creating a pool or pipeline of talented individuals in conjunction with the Organisation's strategic plans. The goal thereof is for an employee to easily fill and transition into a senior, critical role once it becomes vacant. It involves identifying future candidates based on their projected capability to grow beyond their current role. It is noteworthy that career pathing, succession planning and great leadership are important in improving overall staff engagement and retaining talent within the Organisation (see Employee Engagement).

6.4. ORGANISATIONAL EFFECTIVENESS

Organisational Culture and Change Management

Dynamics such as global trends, pandemics, competitors and disruptive technologies are just a few elements that create a need for change in an organisation's strategy.

Change management refers to the practices that will assist in the adaptation of the Municipality to internal and external forces which threaten Organisational growth and sustainability. It is to be a process that requires constant monitoring and evaluation in alignment with the current and desired Municipal culture. Change management practices drive Organisational adaptation and effective transformation through an intensive and constant focus on the culture of the organisation and the drivers of change. Ensuring that the Overstrand Municipality has a fluid yet effective Change Management system in place, and congruently ensuring that the culture of the Municipality stays constant and according to Municipal values, will lead to the attraction and retaining of talent within the Organisation.

Team Effectiveness

Team effectiveness refers to the process of analysing and correcting team dynamics or structuring new teams for increased efficiency and effectiveness. Team effectiveness can be promoted through the appropriate selection and training of team members and team leaders.

Employee Engagement

Employee engagement is seen as a positive attitude held by staff towards their work and their organisation. The Municipality should conduct regular Employee Satisfaction Surveys and analyse the results thereof to identify and rectify staff engagement or satisfaction gaps. Engagement mainly tends to create enjoyment of the workplace and tasks and creates motivation which leads to a productive individual, team or workforce. The extent to which a staff member is engaged in a job

greatly contributes to the retention of that individual in the Municipality. The Overstrand Municipality should continuously aim at building an engaged workforce to promote staff satisfaction and commitment to the Organisation. It will require isolating the drivers of staff motivation, satisfaction and commitment, and designing programs to advance these outcomes. A combination of financial rewards, with the creation of a sense of purpose and meaning about the job, giving directions, communication and fair HR practices, will improve engagement considerably.

Work Design

Work design or post (job) design is the process of structuring all post tasks to satisfy the motivational needs of staff while optimizing work outcomes. Often, talent lies dormant until tapped into when a staff member is motivated by the tasks of the post, he/she is engaged in. It is thus vital for the HR division at the Municipality, in collaboration with various senior managers and directors, to constantly evaluate and re-design posts where required.

7. PROCESS TO IDENTIFY TALENT

Whilst Talent Management is usually focused on only senior and top management in any organisation, the Overstrand Municipality will strive to identify and develop talent and skill at all levels, so as to ensure a strong culture of development and to instil loyalty within the workforce. Although the Municipality boasts talent throughout the Organisation, it must be remembered that the Talent Management process is a very focused form of development and thus only certain individuals and posts require additional focus and investment to reduce the risk of losing the resulting critical skills.

7.1. IDENTIFYING CRITICAL POSTS

Critical posts are those positions within the Municipality that, if vacant or performed below standard, has a significant negative impact on the Organisation's ability to conduct business. They are critical to the ongoing sustainability and operations of the Organisation which impact substantially on productivity, service delivery and financial costing.

7.2. SCARCE SKILLS POSTS

Scarce skills positions are those that require skills critical to the functionality of the Municipality and are in short supply either internally in the Organisation or externally in the labour market. It is thus

important to identify such posts in addition to the critical posts, to ensure that a pipeline of talent is in place for such posts when required for filling (*for more information, refer to the Scarce Skills Policy*).

7.3. TALENT IDENTIFICATION AND DIFFERENTIATION

The tools that the Overstrand Municipality will use for the identification and differentiation of talent are simulation sessions, job-knowledge tests, personality tests and the 9-box matrix.

7.3.1. Simulation sessions

The employee will be exposed to hypothetically real-life situations. The test will reveal the abilities of persons with high predictive validity since they perform on-the-job tasks (for example, role-play).

7.3.2. Job-knowledge tests

These tests will measure the level of knowledge a person possess in the given field. The test should be based on the job analysis of the post.

7.3.3. Personality tests

This is used to identify the person's underlying characteristics such as general behaviour and overall attitude. This is exceptionally important in concluding whether the individual would have the aptitude to perform in the future post. The Myers-Briggs type indicator is an example of a consistent measurement tool in this regard.

7.3.4. The 9-box matrix

The below diagram is a good assessment tool to use in identifying talent in relation to outcomes of performance reviews.



Using the model above, we are able to distinguish between 3 types of staff namely: Highflyers, key players and underperformers. For the purposes of Talent Management, highflyers would be the most important type of staff to focus on in terms of utilization for the Organisations' benefit and for retaining purposes.

HIGHFLYERS (BLOCKS 1C, 1B, 1A, 2A) –

FOCUS ON ACCELERATED DEVELOPMENT

Display a close match with identified leadership competencies

Flexible and move faster than peers through the Organisation

HIGHFLYERS (BLOCKS 1C, 1B, 1A, 2A) –***FOCUS ON ACCELERATED DEVELOPMENT***

Performance & accomplishments demonstrate the potential to play a greater role in the organisation and the future	Hungry for learning, experiences and challenges
Display a leadership style aligned with the culture of the Municipality	Willing to take risks
Self-starters of positive change	Adaptable
Results-orientated	Learn and develop the best through on-the-job challenges
Mentally agile and curious	Find solutions amidst complexity and ambiguity
High levels of energy and tenacity	At greater risk of being head-hunted or leaving the Organisation if frustrated or under-utilized

KEY PLAYERS (BLOCKS 2B, 3B & 3A) –***FOCUS ON PERFORMANCE TO ENSURE CONTINUED VALUE IS ADDED***

A history of good performance	Potential for mastery in a current role, or growth to a more complex role at the same level
Unlikely to move to a different level in the near future	Stable, reliable, knowledgeable
Extensive technical and functional knowledge, skills expertise, and experience	Display appropriate leadership behaviours
Disappointment if a person leaves, but easily replaceable	Often has long tenure within the organisation

KEY PLAYERS (BLOCKS 2B, 3B & 3A) –***FOCUS ON PERFORMANCE TO ENSURE CONTINUED VALUE IS ADDED***

Loyal to the Municipality and lives the culture	Capacity to cope with organisational change, but require support and full engagement
Cautious of risks	Greater need for information and validation
Stable, conservative, and strives for improvement and personal growth at a manageable pace	Chooses to value and invest in work-life balance
Learns best through structured learning	Capacity to coach and mentor others

UNDERPERFORMERS (BLOCKS 2C & 3C) –***RIGOROUS PERFORMANCE MANAGEMENT IS REQUIRED***

Not yet fully performing in current role	Not able to perform due to lack of skills and experience
Not willing to learn, develop or perform better	Not displaying behaviours that indicate potential to operate at a higher organisational level
Not demonstrating the values of the Municipality	Not demonstrating leadership behaviours
Displays an attitude of disengagement and/or blame	Attitude is extremely difficult to change

7.3.5. Building a Talent Pool

- **Identification of any area within Overstrand Municipality where there appears to be an ongoing talent shortfall**
- **Management is to develop a coherent understanding and approach to define and identify talent**

- **The people with track records of consistent high performance and identified as high potential must be identified.**
- **HR must have a single view of these individuals identified in the talent pool. Their records i.e. academic records, experience, individual performance reviews, and track records in previous and current roles.**
- **Executive Management to take shared accountability to review the talent pool annually**
- **Ongoing discussions between management and identified individuals to offer mentoring and coaching where necessary**
- **The recommendations for each individual within the talent pool becomes part of their performance contract**

7.4. *Legislative Considerations*

It is important to consider Employment Equity targets in creating a talent pipeline and succession plan in each Directorate of the Overstrand Municipality. After talent has been identified and placed on the 9-box matrix, and succession planning has been completed in the usual way, the following questions should be asked:

- **Do we have a sufficient demographic presentation in the 9-box matrix and in the succession plan?**
- **Is there a balance between EE candidates and others throughout the matrix?**
- **Have any EE candidates been overlooked or not given the opportunity to demonstrate evidence of talent?**
- **Which candidates require accelerated development for greater exposure?**

8. TALENT RECRUITMENT

Talent recruitment will require a more strategic approach than the normal recruitment process at the Overstrand Municipality. However, it would be idealistic to in the future, shift all recruitment efforts to such a strategic approach (when high staff retainment is reached).

8.1. ATTRACTING TALENT

The Employee Value Proposition that the Municipality has to offer should be of such nature that it makes the Overstrand Municipality an employer of choice, thus attracting high potential and talented candidates to apply for opportunities or retain talent already in the Organisation.

The Employee Value Proposition may be used in speeches, external advertising and internal communication means, and in such means must be inspiring, motivating, attractive and distinctive.



8.2. STRATEGIC SOURCING

Strategic sourcing includes building alliances and partnerships with academic institutions, specialist companies involved in bursary and scholarship management, as well as partaking in head-hunting and advertising posts where a wide pool of possible applicants within the target market will be reached.

It also involves the decision to build skills internally, or to outsource / sub-contract or import skills from abroad.

At the Overstrand Municipality, the preference remains on developing and transitioning internal staff to build loyalty amongst the workforce to the Municipality, cut recruitment costs and enrich the lives of those already in the Organisation.

9. TALENT MANAGEMENT PROCESS AND TOOLS AT THE OVERSTRAND MUNICIPALITY

The talent cycle should be linked with the performance management process as it provides critical input into talent decisions. Performance measures are agreed on in October/November each year, thus it is recommended that Talent Management Committee Meetings be held in November/December annually to match up information obtained from the performance measure review. Further Committee Meetings should be held every other quarter for feedback and evaluation sessions.

9.1 PREPARATION

Line managers are to collect evidence on their subordinates' performance, competence and potential throughout the year. The performance reviews and gap analysis conducted per annum are to identify the development needs to improve performance or build readiness for the next level positions.

Tools used in the preparatory process include Performance and competence standards, performance agreements, Talent Management Strategy, Skills Development data, and Individual Development Plans.

9.2 CAREER CONVERSATIONS

With the data collected in the preparatory phase, the line manager and identified talent should conduct one-on-one discussions regarding feedback, career aspirations, career options, development need of the employee and possible retention issues. The aim is to reach a consensus on topics discussed between the line manager and employee, including where the employee is currently at on his/her Individual Development Plan.

Tools used in this phase include: Performance agreements, individual development plan, 9-box matrix, career conversation template, career conversation process checklist.

9.3 IDENTIFYING A TALENT MANAGEMENT COMMITTEE

A Talent Management Committee will act as the vehicle for strategic discussion and decisions around talent issues and challenges in the Municipality. The Committee will ensure that succession plans are in place for critical and scarce skills positions and review the process continuously to ensure objectivity and fairness. Overall high performance and high potential of individuals in the talent pipeline should be taken into consideration by the Committee during discussions.

During discussions of talent, it is important to bear in mind that each person in the pipeline must have the relevant experience, qualifications, outstanding performance track records and a demonstrable capability and potential to be promoted to a senior or highly critical role within a specified timeframe.

Such a Committee will ideally consist of a Chairperson, HR Representative, Skills Development Facilitator, an Administrator, Union Members, the Municipal Manager, Directors and Senior Managers of all Directorates and Divisions of the Municipality.

The line manager is to collate the data collected from the first two phases and present the data in a standard form to the Talent Management Committee Meeting. Strategic talent issues, succession plans, individual development plans and actions will be discussed to reach a consensus on the way forward with the Talent Management process of each individual.

Tools used in this phase include: Career conversation template (completed), succession plan, and standard form/guide of TMC meetings.

9.4 OUTPUTS AND ACTIONS

Talent outputs and actions decided on in the Talent Management Committee Meeting will be documented and distributed by the TMC administrator.

Responsible individuals (mainly the line manager) will report back on progress at quarterly talent reviews. Individual development plans should be updated after all TMC meetings to reflect approved changes. Tools used in this phase include: Action plan, individual development plan, and IT system (for distribution of documented outputs and actions)

9.5 FEEDBACK AND MONITORING

Line managers must provide one-on-one feedback to employees on any changes to the career conversation proposals, or any other pertinent information discussed in the TMC meetings. Face-

to-face feedback is important in order to build a sense of engagement and reduce mismatched expectations and retention risk. Tools used in this phase include the individual development plan and TMC meeting feedback.

10. RESPONSIBILITIES OF ROLE PLAYERS IN TALENT MANAGEMENT

Role players are the key stakeholders in the Municipality responsible for developing, planning, implementing and improving Talent Management processes within the Organisation. Early identification of key role players and related duties will lead to ownership and clear accountabilities for the successful implementation of the Talent Management process. The table below thus indicates the critical role indicators such stakeholders play pertaining to Talent Management activities:

ROLE PLAYERS IN TALENT MANAGEMENT	
Senior Managers	<ul style="list-style-type: none"> Developing and communicating strategic initiatives Talent Management buy-in (own the process) Determine a budget for Talent Management initiatives within the specific Directorate Giving direction to Human Resources to align Talent Management strategies and tactics with that of the Organisation Hold line managers accountable for the delivery of Talent Management initiatives Ensure that Talent Management strategies are effective & support Municipal objectives Involvement will ensure that Talent Management practices take priority in the Municipality Conduct regular one-on-one sessions with identified talent Assist line managers with experience, training, coaching, support and training to prepare talent for future roles Modelling the Organisation's culture and leadership behaviour
Line Managers	<ul style="list-style-type: none"> Identify, select and recommend potential talent (in a specific division or unit)

ROLE PLAYERS IN TALENT MANAGEMENT

	<p>Play a role in onboarding and supporting talent in the working environment and tasks</p> <p>Lead, motivate, empower and delegate</p> <p>Coach, transfer and share knowledge and skills</p> <p>Manage performance and identify learning and development needs, and ensure that performance objectives are aligned to strategy communicated by senior managers</p> <p>Drive retention of talent (retention is largely influenced by the quality of direct line management) by creating good impressions of the working environment/culture.</p> <p>Reward and recognize employee achievements</p> <p>Show interest and assist in career and succession planning, coaching, communication and feedback to the employee (career conversations)</p> <p>Compile action plans for developing talented employees</p> <p>Commit to the program by facilitating and supporting Talent Management initiatives</p> <p>Responsible and accountable for the outcomes of managing talent in respective units or divisions</p> <p>Visibly support the system</p> <p>Model the required leadership behaviour</p>
<p>Talented Employees</p>	<p>Ensure the acquisition of necessary skills, knowledge and experience to assist in career growth and aspirations</p> <p>Flexible in approaches to work and conduct</p> <p>Willing and able to partake in extra projects, management and leadership development programmes and possible extra travelling</p> <p>Ensure continuous high-performance and quality output (be top achievers), exceed performance expectations</p> <p>Loyalty to the Municipality and it's goals</p>

ROLE PLAYERS IN TALENT MANAGEMENT	
	<p>Have humility: Work on areas of development, receive coaching, training or mentoring</p> <p>Develop a balance between technical and interpersonal skills</p> <p>Be career-minded and self-directed</p>
Human Resources	<p>Development of talent strategy in line with Municipal strategy</p> <p>Provide information on organisational and individual potential</p> <p>Drive the implementation of Talent Management dimensions and integrate them with human resources management activities</p> <p>Create tools for line management to conduct their roles in Talent Management</p> <p>Guide and support senior and line managers in the application of tools, systems and processes of Talent Management</p> <p>Train senior and line managers to coach and be aware of diversity issues</p> <p>Encourage staff to use employee assistance programs</p> <p>Conduct Talent Management audits and analysis</p> <p>Create and implement talent-centric practices in the Municipality by creating a healthy work environment, implementing reward programs as well as training and development initiatives</p> <p>Monitor and report on talent activities and statistics</p> <p>Ensure objectivity, fairness and legal compliance in the Talent Management process</p> <p>Develop Talent Management key performance indicators in order to reward role players to support and reinforce their commitment and implementation to Talent Management</p>
Trade Unions	<p>Form part of the Talent Management Committee and play an interactive and supportive role in the consistent implementation of Talent Management initiatives</p> <p>Ensure Talent Management processes are transparent, respectful, fair, objective and consistent</p>

ROLE PLAYERS IN TALENT MANAGEMENT

Provide guidance and inputs to the Talent Management Committee regarding the identification of talented employees

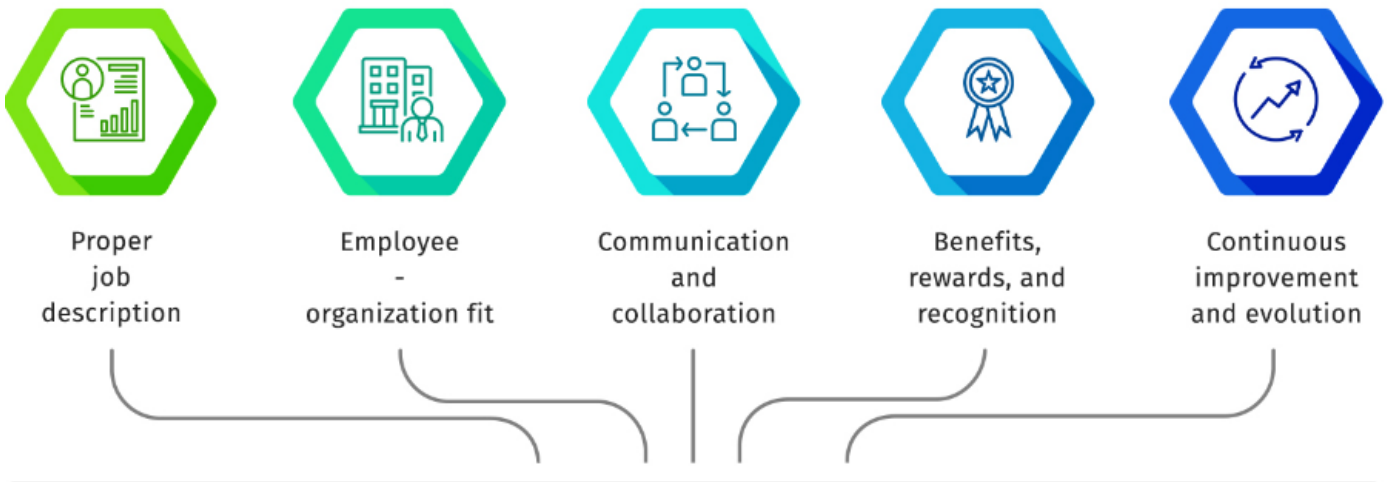
Monitor compliance with legislative requirements (eg. in terms of Employment Equity)

Provide awareness of Talent Management initiatives between members and perform an advisory function to members where applicable

From the above table, we may deduce that in short, management is responsible for the talent in the relevant Directorate or Division, HR supports and enables management, and the employee is accountable for career ownership.

11. CRITICAL SUCCESS FACTORS

CRUCIAL ELEMENTS OF TALENT MANAGEMENT



- Top management to support the Talent Management process
- Clear strategic communication and directions for talent–wellness strategies
- Stakeholder involvement and personal ownership (senior management, line managers, employees, human resources and wellness specialists)
- Manager–employee relationship (transparency, diplomacy, reliability)
- Cooperation between line managers and the HR division

- Organisational wellness interventions that address physical, psychological, emotional and social well-being
- Effective and realistic Talent Management processes (attraction, deployments, development, engagement and time management)
- Inclusive and fair people practices within the Municipality.

12. CONCLUSION

Finally, the dimensions of Talent Management and the factors influencing its processes have been thoroughly discussed. The goal of the Talent Management framework is to guide and support the elevation of Talent Management practices in the Municipality so that it can reap the financial and value-added benefits of proper implementation. The framework is designed in such a way that it can lead to the best practice by covering all key and core dimensions of Talent Management practices. It is critical for the Human Resources division to guide and support the Municipality's senior management in recognizing each individual's worth and potential talent by tapping into employee engagement and motivation to release any dormant-lying potential, skills, and abilities.

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