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A Better Place for All

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TALENT MANAGEMENT: POLICY

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1. PREAMBLE

Talent has become highly sought after nationally, provincially and regionally, as evidenced by difficulties in finding people with the requisite skills and competencies, as well as by increased staff mobility. This situation is expected to continue, making it necessary for the municipality to take decisive steps to obtain skills in line with its business requirements, especially its commitment to improved service delivery. This policy is in alignment with section 9b of the DNDZ LM's Recruitment and Selection Policy, which states:

(b) Talented employees

Talented employees are usually highly sought after by other municipalities and other public sector institutions. As a result, special care must be taken to manage their work and careers. Subsequently accelerated development programmes (supported by dynamic mentorships systems) should be considered for them.

Although pay and benefits initially attract employees, top-tier leadership organizations focus on retaining and developing talent. Furthermore, public organizations like municipalities have come to the realization that having the best talent is key to productivity, especially in competition with privately-owned and managed organizations. Hence, over and above hiring the best people, developing their skills and retaining staff, high-performing organization should manage talent as a critical

resource. Therefore, NDZ LM's ability to effectively engage talent at all organizational employment levels is amongst a few true competitive advantages that the municipality possesses.

DNDZ's vision is:

'to be a well-governed quality service provider with a strong focus on socio economic development, while protecting the environment.'

To realize this vision, as well as the high municipal performance standards, the municipality has committed itself to the effective management of talent within the organization in a strategic manner.

The DNDZ LM will seek opportunities to expose employees to different technologies, operating and management systems and procedures in a variety of work environments in order to improve their effectiveness; deepen their experience; and enhance their ability to introduce change and development in their current jobs as well as to prepare them for future value-adding appointments. Through implementing the talent management process, employees develop and communicate their career paths; managers and senior management develop a greater and realistic awareness of the talent that exists or does not exist in their organization; and organizational HR Issues are timeously and proactively identified. Furthermore, helps in achieving employee career development and organizational diversity goals.

2. PURPOSE

The purpose of this policy is to:

- 2.1 Provide a framework for the management of talent within DNDZ LM.
- 2.2 Identify 'scarce, critical and specialist' posts and develop employees for these posts.
- 2.3 Identify, recruit, develop, deploy and retain skills, competencies and individual talent (potential) in order to make the organization an effective player in Management Development, while ensuring a return on investment.
- 2.4 Support the creation of business value through ensuring that the best talent is placed where there is a maximum rate of return for DNDZ LM.
- 2.5 Encourage an active learning environment.
- 2.6 Assist managers in the development of their staff.
- 2.7 Support and assist employees to consistently, proactively and continuously develop their skills, in partnership with the organization.
- 2.8 Develop careers.
- 2.9 Assist employees to realize and/or achieve their maximum potential.

- 2.10 Improve and positively impact upon retention, performance and motivation through a recognized and proven programme of succession planning.

3. SCOPE OF APPLICABILITY

The policy is applicable to all permanent and contract employees of the DNDZ Municipality, including those serving their probation, regardless of salary and occupational levels, race and gender.

4. DEFINITION OF TERMS

- 4.1 Performance:** outputs/results delivered to clients in accordance with the institutional definition of success.
- 4.2 Potential:** the capacity, agility and willingness to learn new things, as well as being able to transfer these into performance in the current and future role.
- 4.3 Secondment:** a process of placing employees at organizations in and outside the organisation for the purpose of skills and experience acquisition.
- 4.4 Succession Planning:** a process of systematically identifying, assessing and developing talent and capacity to ensure continuity in specific positions in the organisation.
- 4.5 Talent:** individuals who meet or exceed performance expectations, as well as demonstrate the potential to perform at the next level of work. This potential is indicated by the willingness and ability to develop new skills and take on the challenges that come with bigger jobs, whilst in current role. Therefore, talent should be supported by performance as well as potential to perform at a higher level.
- 4.6 Talent Development:** learning, training and developmental activities directed at improving competencies for the achievement of the DNDZ Municipality's results. These activities should aim at enhancing the quality of work performance, unlocking the potential of employees and increasing job satisfaction, whilst enabling the municipality to have a pool of suitably qualified talent for all levels.
- 4.7 Talent Management:** a conscious and systemic approach undertaken to attract, recruit, develop (nurture), engage, deploy, progress and retain employees with the aptitude and abilities to make a significant impact in the workplace in order to meet current and/or future organizational priorities. It includes the creation of a supportive, people-oriented organizational culture.

5. LEGAL FRAMEWORK

Municipal Systems Act No. 32 of 2000

Labour Relations Act No. 66 of 1995
Skills Development Act No. 97 of 1998
Employment Equity Act No. 55 of 1998
Municipal Finance Management Act No. 56 of 2003

6. POLICY BASELINE ON STRATEGIC TALENT MANAGEMENT

The Human Resource Strategy is a baseline for the Talent Management Policy, which includes a set of specific prioritized choices by the DNDZ Municipality about where and how to invest in human capital.

7. PRINCIPLES

- 7.1 The organization is further committed to the optimum utilization of its employees by training and developing them to realize their full potential.
- 7.2 The management of talent must be fully integrated with other human resource processes in order to ensure the availability of the requisite skills for the business.
- 7.3 Being placed on a succession planning programme does not automatically guarantee appointment to the position (horizontal or vertical) but should improve the likelihood of such appointment.

8. TALENT IDENTIFICATION CRITERIA

Talent at DNDZ Municipality will be identified by assessing the following three criteria:

8.1 Performance: The DNDZ Municipality's Performance Management Framework and Policy will be the key tool used to assess individual employee's performance for the purpose of talent management.

8.2 Potential: Central to the identification of talent is the concept of potential. In the context of Talent Management, potential is perceived as the existence of the ability to handle future assignments or the ability to operate at the next level and/or sustaining peak performance at the current level. Thus, an employee's learning agility and job competencies (for the levels above the current role) are the fundamental considerations for reliable and valid talent identification. Potential is classified under three (3) categories, namely turn, growth and mastery potential.

8.2.1 Turn Potential: employees displaying the capacity and agility to operate at the next level. They are promotable to the next level within 0-1 year.

8.2.2 Growth Potential: employees displaying the capacity and agility to do more. They are promotable to bigger jobs at the same level within 2-3 years.

8.2.3 Mastery Potential: employees displaying the capacity and agility for current roles. They are not promotable to the next

leadership/specialist level, but they are the back bone of organizational performance

- 8.3 Level of Work:** is a level-specific deliverable which describes the increasing layers of complexity as roles change. It is identifiable through complexity, time horizons and work demands (future-oriented, extent of contact, responsibility, impact and stakeholders).

9. TALENT MANAGEMENT STRATEGIC APPROACHES

DNDZ Municipality has adopted a mixed-approach to talent management in developing its Talent Management Model as reflected below. A combination of five suitable talent management approaches, namely process, cultural, competitive, HR Planning and change management has been adopted.

- 9.1 Process approach:** All organizational processes are needed to optimize people within the organization. This implies having the right talent. Hence, managing and nurturing talent is part of the everyday process of organizational life at DNDZ Municipality.
- 9.2 Cultural approach:** Talent management is viewed as a mindset and an organization leadership must believe that talent is needed for success. This will be seen where assignments are allocated according to how well individuals performed on their last assignment.
- 9.3 Competitive approach:** Talent management is about accelerated development paths for the highest potential employees, whilst applying the same personal development process to everyone in the organization but accelerating the process for high potentials. Hence the focus is on developing high potentials or talents more quickly than others.
- 9.4 HR planning approach:** This is the more general HR planning approach which claims that talent management is about having the right people matched to the right jobs at the right time, doing the right things. Hence, succession planning is a key implementation strategy for the realization of this approach.
- 9.5 Change management approach:** Finally, DNDZ Municipality will use the talent management process as a driver of change in the organization as part of the wider strategic HR initiative for organizational change. Thus, talent management will also become part of the broader organizational change process.

10. TALENT MANAGEMENT MODEL

In line with the talent management multi-approaches adopted, the DNDZ Municipality has introduced a three-level talent management model as follows:

LEVEL	DESCRIPTION
Level 1	Access level for every employee in the organization, offering a range of proposed training and development opportunities.
Level 2	Access level for identified under-represented groups, offering additional resources to support training and development.
Level 3	Access level for a small and select pool of employees who have been identified as 'talented' or with potential.

11. INTEGRATED TALENT MANAGEMENT STRATEGIES

DNDZ Municipality's talent management strategies must be responsive to the needs of the business and the dynamics of talent within the organization. This ongoing process of analyzing, developing and effectively utilizing talent to meet business needs leads to the development and implementation of corresponding strategies to address any talent gaps or surpluses.

For DNDZ Municipality, talent management strategies focus **on eight primary** areas as follows:

- 11.1 Attraction of Talent:** involves various strategies to be employed in order to position DNDZ Municipality as an employer of choice in the sector, as well as the people to be attracted into being an DNDZ Municipality employee.
- 11.2 Recruitment of talent:** this involves the recruitment process and how DNDZ Municipality obtains the most talented employees available in the job market.
- 11.3 Engagement of Talent:** Through the implementation of an effective new employee socialization and induction programme, internal employee communication as well as effective employee relations, an engaged employee becomes emotionally committed to the organization and its goals. Hence, an employee is fully absorbed by and enthusiastic about their work, as well as takes positive action to further the organisation's reputation and interests. An engaged employee cares about the organization, does not only work for the paycheck or next promotion, but works on behalf of the organization and its goals.
- 11.4 Development of talent:** to their fullest potential, in line with the immediate, mid-term and long-term needs of the business. Training and development interventions build and grow talent from a skills and competence perspective in order to ensure continued competitive advantage. Hence, these should be clearly driven by identified municipal

business needs. The transfer of skills from borrowed labour such as internal or external consultants will help ensure that the necessary talent is available in the short, medium and long term.

11.5 Deployment of talent: secondment or assignment to other departmental projects and encouraging participation in innovative projects.

11.6 Succession planning: an ongoing process of systematically identifying, assessing and developing talent and capacity to ensure continuity in specific positions in the organization. Succession Planning ensures that there is leadership continuity and managed change in organizational leadership.

11.7 Retention of talent: a conscious plan to ensure that the retention of key skills, knowledge and organizational wisdom is bound into the organization. This ensures cost savings on the recruitment and training of new employees.

11.8 Release: Focuses on how to let go of employees who are not fit for purpose at DNDZ Municipality.

12. INTERVENTIONS FOR TALENT MANAGEMENT

In addition to the general interventions listed above, the following methods should be used for specific groups of employees as some of the many training and development interventions:

- 12.1 General training and development programmes to foster a learning environment that provides ability and stimulates knowledge.
- 12.2 Supervisory, management and leadership development programmes.
- 12.3 Graduate selection and management development programmes and a pool which maintain a corporate culture that is desirable for potential candidates.
- 12.4 Sponsorship for part-time and/or full-time studies, depending on the availability of funds, through various study programmes such as the Study Assistance Programme.
- 12.5 On-the-job training (OJT): Experiential Learning is the most effective in ensuring the transfer of skills and learning. Examples of on-the-job learning experiences are:
 - Job Rotation/ lateral moves and exposure to a variety of functions
 - Assignment to strategic/project teams
 - Action learning projects
 - Special assignments with greater responsibilities
 - Stretch assignment allocation

- Acting positions
 - Shadow roles
- 12.6 Coaching, counselling and mentoring: to unlock the potential of employees to exhibit the behaviours and achieve the results expected by the Municipality. The counselling procedure may lead to a formal disciplinary process if development and support options have been exhausted and performance has not reached satisfactory levels.

13. ROLES AND RESPONSIBILITIES

It is essential for the human resource component and Line Managers to work together on talent management issues.

13.1 Municipal Manager

The custodian of this policy which ensures that talent management is aligned with the direction of the organization and directed towards the achievement of overall organisational objectives.

13.2 Senior Management of other Municipal Departments

Senior management of each municipal department is responsible for their own talent management. They are the leaders and owners of their processes and are responsible for ensuring that processes are followed, results are communicated and the talent management plan is implemented. They also share the responsibilities of a manager in the process.

13.3 Senior Manager: Corporate Services Support Department

- 13.3.1. Ensures that there is an integrated approach towards talent management throughout the employee's working life at DNDZ Municipality.
- 13.3.2. Develops strategies underpinned by this policy. (*Refer to clause No. 11 of this policy*)
- 13.3.3. Ensures that there is a periodic talent management review in order to navigate through the challenges facing DNDZ Municipality. The review shall specifically focus on the following Human Resource business processes:
 - 13.3.3.1 Attraction, recruitment and selection
 - 13.3.3.2 Training and development
 - 13.3.3.3 Performance management
 - 13.3.3.4 Leadership and Management development
 - 13.3.3.5 Succession planning
 - 13.3.3.6 Retention
 - 13.3.3.7 Release

13.4 Human Resource Unit

- 13.4.1. Implements strategies underpinned by this policy.

- 13.4.2. Ensures that the structure, systems and processes necessary for the effective management of talent are in place.
- 13.4.3. Ensures that line managers have the tools, ability, knowledge and information for effective talent management in their respective areas.
- 13.4.4. Raises the level of understanding of talent management within DNDZ Municipality.

13.5 Line Managers

- 13.5.1. For the planning, selection, development, performance, succession, motivation and retention of staff in their areas.
- 13.5.2. For coaching their employees by having honest and tactful conversations about their current performance (using performance management), strengths, areas for development, future potential and career aspirations.
- 13.5.3. To remove barriers.
- 13.5.4. To embrace and value diversity.
- 13.5.5. Recognize and reward accomplishments.
- 13.5.6. Provide employees with constructive feedback.
- 13.5.7. Communicate the organization's strategic goals.
- 13.5.8. Support learning opportunities and experiences.
- 13.5.9. Provide tools and information to help develop/manage employee's careers.

13.6 Employees

- 13.6.1. Must ensure that they fully understand their roles and required performance standards and apply them accordingly.
- 13.6.2. They will be consulted in their development. They are ultimately responsible for their development and performance and must fully participate in all talent management initiatives affecting them.
- 13.6.3. They will create/follow-through on a career development plan (CDP).
- 13.6.4. Determine long and short-term career goals, working together with management.
- 13.6.5. Recognize that there are no promises or guarantees of job advancement
- 13.6.6. Learn about and use career development resources.
- 13.6.7. Assess own skills/values/interests/development needs.
- 13.6.8. Recognize that development depends on organizational needs and their own performance/abilities.
- 13.6.9. Be open to/act on feedback provided by managers.
- 13.6.10. Strive to achieve performance goals in their current position.

14. MONITORING

This policy will be monitored on a quarterly basis by the Human Resource Section, which will report its findings to senior management (Corporate Support Services). The policy will be evaluated within a twelve-month period in line with the IDP Review, jointly by the Human Resource Section and senior management (Corporate and Support Services and other Senior Managers).

15. REVIEW OF THE POLICY

The policy will be reviewed as and when required, taking into cognizance the annual PDP Review.

16. COUNCIL APPROVAL AND EFFECTIVE DATE

Approval of Policy by Council and Effective date: -----



MUNICIPAL MANAGER

21/05/2024

DATE