



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

**TALENT MANAGEMENT POLICY  
2021**

<b>Physical Address</b>	<b>Tyamzashe Building Phalo Avenue Bhisho 5605</b>
<b>Postal Address</b>	<b>Department of Cooperative Governance and Traditional Affairs Private Bag X0035 Bhisho 5605</b>
<b>Document Number</b>	<b>1</b>
<b>Document Name</b>	<b>Talent Management Policy</b>
<b>Contact Person</b>	<b>Lorna Mabhele</b>
<b>Designation</b>	<b>Director</b>
<b>Component</b>	<b>Human Resource Utilization and Capacity Building</b>
<b>Telephone No.</b>	<b>040 940 7085</b>
<b>Cell Phone No.</b>	
<b>E-mail Address</b>	<b><u><a href="mailto:lorna.mabhele@eccogta.gov.za">lorna.mabhele@eccogta.gov.za</a></u></b>
<b>Date Completed</b>	<b>31 January 2014</b>
<b>Date of Approval</b>	<b>24 March 2014</b>
<b>Date Last Amended</b>	<b>17 February 2014</b>
<b>Date for Next Review</b>	<b>2016</b>
<b>Related Policies</b>	<b>Training and Development, Bursary Policy, Succession Planning, Recruitment and Selection and Job Rotation</b>

Executive Authority  
Initials: AW


HoD  
Initials: AT

**SIGN OFF****1. Head of Department**

This Policy on the Talent Management has been recommended by A.A. Fani in my capacity as Head of Department for Cooperative Governance and Traditional Affairs.

I am satisfied and concur with the contents of this Policy.


The development of the policy on talent management will ensure the department is able exercise its powers in compliance with the law and guide decision- making in the department.

Recommended	
Designation	Head of Department
Date	30/03/2020

**2. Executive Authority**

The Department of Cooperative Governance and Traditional Affairs has unprecedented opportunity to improve the lives of the staff by effectively rendering services that it is expected to provide. We have envisaged a Department that has the required capacity to respond adequately to challenges of its staff.

I therefore trust that the guidance from this Talent Management Policy will contribute to the effective integration of recruitment, selection, orientation, development, rewarding, and appraisal of workers or staff of the department.

Signed	
Designation	MEC: X.E. Nqatha of Cooperative Governance and Traditional Affairs
Date	30/03/21

Executive Authority  
Initials: AA

HoD  
Initials: AF

## TABLE OF CONTENTS

<u>Contents</u>	<u>Page</u>
1. Preamble	5
2. Purpose of the Policy	5
3. Definitions	5 - 6
4. Application and Scope	6
5. Legislative Framework	6
6. Policy Principle	6
7. Common Principles of Talent Management Agenda	6
8. Policy Statement	6
9. Roles of Corporate Services	6 - 7
10. Four major risks to the department	7
11. Drivers for Talent Management	7 - 8
12. Possible Goals for Talent Management	8
13. A Need for Road Map	8
14. Performance Management Programs for Talent Management	8 - 9
15. Importance of Performance Management for Talent Management	9
16. Employee Engagement	9
17. Seven Keys to Effective Talent Management	9 - 10
18. Finding The Right People	10
19. Succession Plan Management	10
20. Linking Succession Planning To HR Plans and Strategy	10 - 11
21. Common Mistakes in Succession Planning	11
22. Technical Succession Planning	11
23. How is Technical Succession Planning different from Managing Succession Planning	11
24. Challenges in Succession Planning	12
25. Challenges in Technical Succession Planning	12
26. How Leading Organizations Manage Talent	12
27. Evaluating the Succession Planning Programme	12
28. Looking to the Future	13
29. Monitoring and Evaluation of the Policy	13

Executive Authority  
Initials: AA

HoD  
Initials: AF

30. Communication/Education of the Policy	13
31. Approval of the policy	13
32. Dispute Resolution Mechanism	14
33. Review of the Policy	14
34. Version Control	15

Executive Authority  
Initials:     

HoD  
Initials:

**ACRONYMS**

HRM	Human Resource Management
HRP	Human Resource Planning
HROT&P	Human Resource Organisational Transformation and Planning
HRU&CB	Human Resource Utilisation and Capacity Building
ICT	Information Communication Technology
TM	Talent Management
SMS	Senior Management Service

Executive Authority  
Initials: XP

HoD  
Initials: AF

## 1. PREAMBLE

The Department of Cooperative Governance and Traditional Affairs commits itself to integrate recruitment, selection, development, rewarding, and retention of a pool of talented employees with the intention of retaining them in the Department.

## 2. PURPOSE OF POLICY

The purpose of this policy is to retain talented employees and reduce employee turnover.

## 3. OBJECTIVES OF THE POLICY

- 2.1 To develop a talent pool by targeting top performing employees with high potential to fill management and leadership positions.
- 2.2 To strengthen the attraction and retention of effective managers and employees with critical skills and scarce skills.
- 2.3 To integrate the life goals, personal and professional aspirations of employees with the strategic objectives of the Department.

## 4. DEFINITIONS

Terms and definitions that will be used throughout the procedure that need clarification for the reader, this can also include any keywords; include also technical terms, abbreviations that may be used in this document.

Terminology and Acronyms	Definitions (with examples if required)
Talent	Schiemann (2014) explains that talent is a combination of knowledge, skills, abilities, experiences, value, habits and behaviours of all employees. Kaewsaeng-on, Kane and Vundla, (2015) assert that talent is a mixture of natural ability

Executive Authority  
Initials:                     

HoD  
Initials:

	and skills that can be developed or learnt by means of experience, training and education.
Talent Management	Jain, Sharma and Sharma (2012) describe TM as a deliberate effort to create processes in order to attract, develop and retain talented employees in an organisation.
Succession Planning	It is the process of pinpointing key needs for intellectual talent and leadership throughout the organization over time and preparing individuals for present and future work responsibilities needed by the organization. It emphasizes the internal development of people
Critical skills	refers to particular capabilities needed within an occupation, for example, communication technology skills.
Scarce skills	Refer to those occupations in which there are a scarcity of qualified and experienced people, currently or anticipated in the future, either (a) because such skilled people are not available or (b) they are available but do not meet employment criteria.
Competence	The combination of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post

## 5. APPLICATION AND SCOPE

This policy shall apply to all Senior and Middle Management, and employees of the Department as well as applicants for employment, where applicable. This includes Technical and Information Communication Technology (ICT) Personnel, High Performers and talented employees within the department.

Executive Authority  
Initials:                     

HoD  
Initials:



## 6. LEGISLATIVE FRAMEWORK

- 5.1 Constitution 108 of 1996
- 5.2 Public Service Act, 103 of 1994
- 5.3 Public Service Regulations (as amended up to 2003)
- 5.4 Labour Relations Act, 66 of 1995 as amended
- 5.5 Employment Equity Act, 55 of 1998
- 5.6 Skills Development Act
- 5.7 National Scarce Skills List - Version 20 May 2014

## 7. POLICY PRINCIPLES

- 6.1 Consistency
- 6.2 Transparency
- 6.3 Accountability
- 6.4 Participation
- 6.5 Value- add
- 6.6 Fairness

## 8. POLICY STATEMENT

The Department of Cooperative Governance and Traditional Affairs realises that in today's global economy, organizations must continually invest in human capital and it is therefore highly critical for the department to attract, recruit, develop and retain talent.

A talent management policy supported by a smooth functioning talent management process may probably yield positive results such as happy employees, lower turnover, positive department brand etc.

Executive Authority  
Initials:                     

HoD  
Initials:

## 9. ESTABLISHMENT OF A TALENT MANAGEMENT POOL

The Director: HRU&CB shall facilitate the establishment of a talent management pool of the Department which shall serve as a repository of talented employees.

## 10. THE ROLE OF CORPORATE SERVICES

Leadership and management of the Department shall be responsible for the following pertinent activities that are linked to this policy:

AREA OF RESPONSIBILITY	ROLE-PLAYER
<b>Line management:</b> Line managers are directly responsible for identifying, selecting, and recommending the high potential and high performing talented employees in their teams to become part of the official talent management pool.	Line management: SMS members
Guide management and the leadership in applying the tools, systems, and processes of talent management.	Director: HRU&CB
Career growth and development Plan: the plan must be aligned to TM.	
Training and development:	
Performance management:	
Succession planning: align Succession Policy and succession issues with TM.	
Retention strategies: align attraction and retention strategies to TM	
Human resource planning: develop and manage an HR Plan that is aligned to TM	
Recruitment and selection: develop and manage recruitment and selection processes that are aligned to TM	Director: HRM
Compensation of employees	
Employees must ensure that they have acquired the necessary skills, knowledge, and experience to assist their career growth aspiration.	Talented employees

Executive Authority  
Initials: JK

HoD  
Initials: AF

**9.1 Corporate Services shall be the facilitator of the talent management programme and the following will be done:**

- 9.1.1 Leads the way for the organization to own, as an entity, the role of talent management for organizational success.
- 9.1.2 Works closely with the Senior Management to ensure that they are committed to talent management work.
- 9.1.3 Pays close attention on how the organization's culture supports talent.
- 9.1.4 Encompasses communicating the talent management philosophy in the department.
- 9.1.5 Needs to develop an integrated and proactive strategic approach to talent management, as well as managing critical information, such as tracking turnover and knowing what factors contribute to retention.
- 9.1.6 Plays a role of change management agent and addresses four diverse talent management activities: Recruitment, Performance Management, Leadership Development and Organizational Strategy.

## **11. THE APPLICATION OF TALENT MANAGEMENT**

The Department shall implement the following initiatives to give effect to talent management:

### **11.1 Recruitment and selection:**

The Department will ensure that the recruitment and selection practices are compliant and competitive. The recruitment and selection policy has been reviewed to encourage internal recruitment. The Department supports advancement of internal candidates as the best way to provide career advancement opportunities and retain talented employees in the organization.

The Department is committed to equal employment opportunities and implementation of Employment Equity Act and affirmative action measures that target women, disabled and blacks with technical abilities and leadership potential to accelerate their development.

Executive Authority  
Initials: AB

HoD  
Initials: AF

**11.2 Human resource planning:**

The Department's HRP will have a clearly defined action plan that is resourced and funded within the available budget to ensure that it acquires the type of talent and the total number of employees that is needed. The skills gap among existing employees as well as developmental requirements of new appointees will be assessed. However, the Department must open up opportunities for upward mobility to ensure retention of talent.

**11.3 Training and development:**

The Department will give priority attention to the optimal utilisation of the available budget by developing the skills of employees for them to perform the current job well and also provide them with skills for future.

**11.4. Performance management:**

Mid-year review: the supervisor and subordinate shall hold half-year discussion to review progress and communicate achievements.

Year-end appraisal – the supervisor shall have discussions and provide feedback to the employee about the achievements and results and scores the employee according to the prescribed rating scale.

**11.5 Succession planning:**

The Department will implement succession planning policy and strategies to retain talented employees and preserve institutional knowledge.

**11.6 Retention strategies****11.6.1 Mitigation of employee turnover**

Staff turnover has serious negative consequences for service delivery because it leads to intuitional memory loss and recruitment costs for filling of vacated posts. The Department will use talent management strategies such exit reports to mitigate extent of employee turnover.

**11.6.2 Compensation of employees**

Executive Authority  
Initials:                     

HoD  
Initials:

The Department commits itself to administer and manage the compensation measures and practices fairly and without bias in line with legislation and prescripts.

### **11.6.3 Career growth and development Plan:**

The Department acknowledges that integrating HR development efforts and career pathing is critical to ensure that employees' individual development plans reflect their department's future development needs.

Planning the future career of an employee is a constant part of the performance management process. Managers are strongly advised to include this into their regular discussions with their employees. Employees should also have the drive to initiate this type of discussion with their managers. Employees should take personal responsibility for managing their careers, seeking feedback, assessing their own strengths and weaknesses.

The Department encourages supervisors and employees to have focused discussions during one-on-one meetings on the career path for the employee and the necessary support that is expected to give effect to talent management.

### **11.6.5 Work-life balance**

The Department views a positive balance between work and personal issues such as family matters as one of its retention strategies. This strategy is considered as one of the cornerstones for attraction and retention of talented employees.

## **12. ENABLERS OF TALENT MANAGEMENT**

**The Department shall support talent management by implementing the following enablers:**

**12.1 Leadership support**

**12.2 Organisational structure and culture**

**12.3 Legislation and Human Resource policies**

Executive Authority  
Initials: AP

HoD  
Initials: AS

## **12.4 Human Resource Plan**

### **13. MONITORING AND EVALUATION**

The Director responsible for the human resource development function shall monitor the implementation of this policy and will submit a quarterly report to the Department.

### **14. COMMUNICATION AND EDUCATION OF THE POLICY**

The Talent Management Policy shall be communicated by means of workshops and circulars to all employees of the Department.

### **15. APPROVAL OF THE POLICY**

The policy must be approved by the Member of the Executive Council on the recommendation of the Head of Department according to the updated Departmental Delegations and the policy will become official on the date it is signed by the Executing Authority.

### **16. DISPUTE RESOLUTION MECHANISM**

In the event of disputes arising out of this policy, such disputes shall be dealt with in terms of the grievance procedure and labour legislation applicable in the Public Service.

### **17. REVIEW OF THE POLICY**

This policy will be reviewed once in five (5) years from the date of approval and when there are material changes in the enabling legislation

Executive Authority  
Initials: YAS

HoD  
Initials: AK

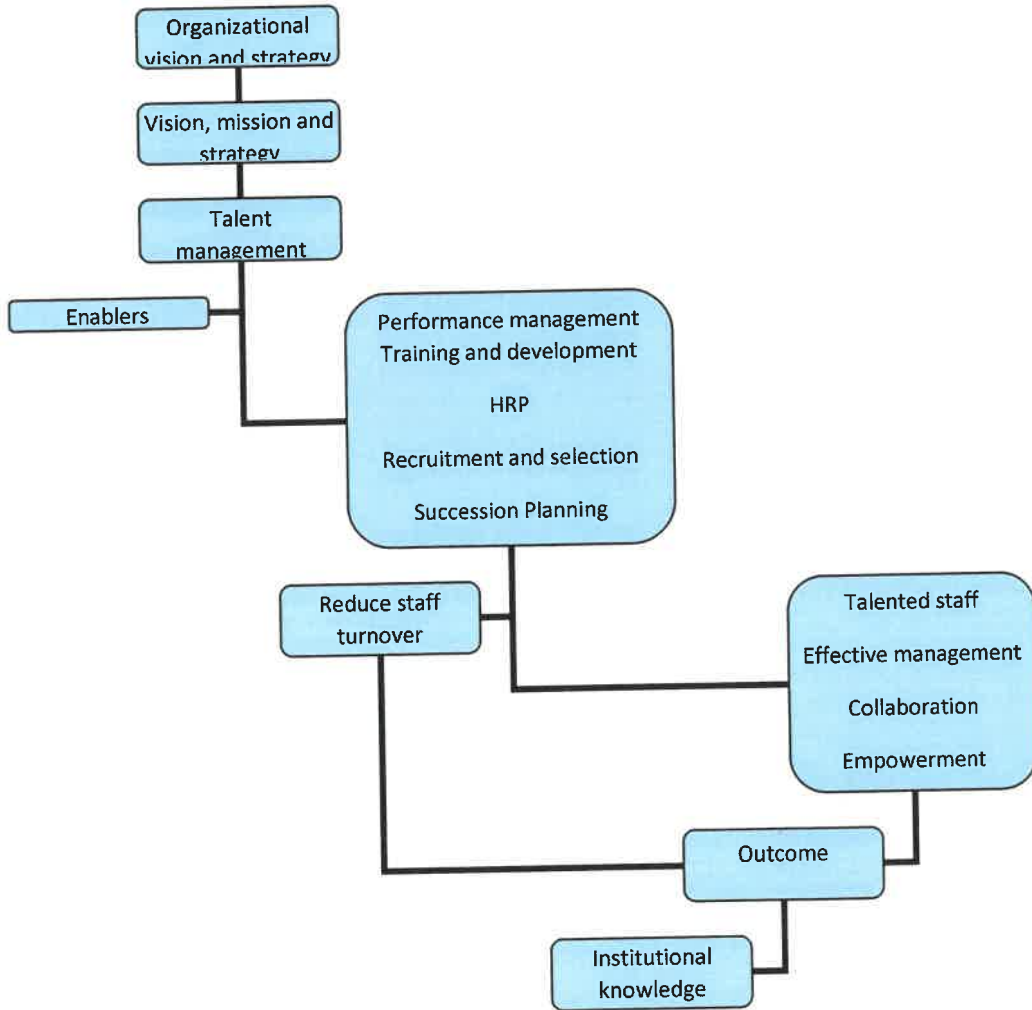
### 18. VERSION CONTROL AND CHANGE HISTORY

Version Control	Date Effective	Approved By	Amendment
Start from	YYMMDD (the date the policy takes effect)	Contact person – full name & title.	Include any superseded procedures and what the amendment is to the document.
2014	24 March 2014	Mlibo Qoboshiyane (MEC)	
2021		X.E. Nqatha	

Executive Authority  
Initials:                     

HoD  
Initials:

**ANNEXURE: CONCEPTUAL FRAMEWORK OF TALENT MANAGEMENT**



Executive Authority  
Initials: MA

HoD  
Initials: AF