

# **Talent Management Framework: Retention of skilled personnel at Mossel Bay Municipality**

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## **DECLARATION**

I, Edward William Jantjies, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards a qualification at this or any other institution of higher learning. Furthermore, it represents my own opinions and not necessarily those of the North-West University.



**21/10/2021**

## **ACKNOWLEDGEMENTS**

I give glory to God Almighty.

This piece of academic work is dedicated to my wife, Anita Jantjies, and my two children, Ceanon-Joy and Zoe.

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## **ABSTRACT**

The successful implementation of an integrated talent management model is vital to reduce the risk of losing institutional knowledge and key personnel with critical scarce skills. The goal of an integrated talent management approach is to manage, develop, and retain skilled and experienced personnel who have been identified to fill targeted key positions should the current incumbents leave due either to retirement or voluntary or involuntary exit from the municipality at any point during the employee life cycle.

The proper control of the talent management process and system is critical to the successful appointment of successors to key roles throughout the employee life cycle. Mossel Bay Municipality, which is at the centre of this study, has not developed a viable talent management system to assist the management and retention of staff and institutional knowledge in key critical and scarce skills and leadership roles. The purpose of this study is to investigate talent management techniques that should culminate in an integrated talent management strategy for Mossel Bay Municipality.

A multidisciplinary theoretical evaluation of current literature in the disciplines of talent management, public management, and organisational psychology was used in this study. The case study design is aided by the selection of only one municipality, which allows for an analysis of the specific circumstances applicable to talent management in a South African municipality. The study utilises a quantitative research technique with the goal of developing a robust talent management framework that will respond to the research questions.

The qualitative research approach in this study involved semi-structured interviews conducted with the five executive directors, eight senior managers, three performance managers and three human resource (HR) managers in Mossel Bay Municipality's functional areas/departments. These participants were selected on the basis of their expertise in the specific fields for which they are responsible. The semi-structured interviews allowed the researcher to elicit specific responses to research questions on talent management techniques in different functional areas of Mossel Bay.

Specific concerns relevant to talent management at the Mossel Bay Municipality as well as the beliefs, experiences, perceptions and needs of municipal employees relating to

talent management were identified. This study engaged in a comparative assessment of key factors and themes derived from the problems of retaining talented and skilled workers experienced in this Municipality.

The quantitative data collected was analysed using suitable descriptive and inferential statistical analyses, while qualitative data was recorded using unstructured interviews. The results of the quantitative research were analysed and key factors identified for further interpretation. The results of the qualitative research were described with key themes emerging. Outcomes of both research approaches were consolidated in line with the research objectives.

The integrated research results suggest that the processes and practices in the integrated talent management framework are inadequate and not successfully applied. It was also evident that key talent management processes and practices are not managed in the Municipality. The need for the development of an integrated talent management framework with practical guidelines and support processes was identified as a key recommendation. This is in addition to the development of more mentorship and coaching programmes, labour legislation training and its application in talent management and succession planning, a proper engagement process embedded in the talent management framework, and a review of all HR policies currently in use in Mossel Bay Municipality.

**Keywords:** development; integrated talent management; strategic framework; talent attraction; employee retention; turnover; employee recruitment

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# CHAPTER 1: INTRODUCTION AND BACKGROUND

## 1.1 ORIENTATION

### 1.1.1 Introduction to Mossel Bay Municipality

The following map provides a broad geographical profile of Mossel Bay. The Mossel Bay Municipal area is composed of the following towns, villages and settlements: Aalwyndal, Boggomsbaai, Brandwag, Buisplaas, D'Almeida, Dana Bay, Glentana, Great Brak River, Friemersheim, Hartenbos, Herbertsdale, Hersham, Joe Slovo Village, KwaNonqaba, Little Brak River, Mossel Bay, Outeniqua Beach, Reebok, Ruiterbos, Southern Cross, Tergniet and Vleesbaai.



**Figure 1.1: Mossel Bay Municipality map**

Source: Mossel Bay Municipality Integrated Development Plan 2017-2022

Mossel Bay Municipality has the third largest population in the Garden Route District, which numbered 89 430 in 2011, compared to 71 495 in 2001 (StatsSA, 2001 & 2011). The population grew by 2,24 per cent on average between 2001 and 2011, which is consistent with the district-wide growth of two per cent. Mossel Bay Municipality's population has increased by 17 935 people over a period of ten years (Mossel Bay Municipality Annual Report 2020:3).

In the tradition of total quality management, Mossel Bay Municipality has developed a vision and mission designed to inculcate and develop a set of desirable performance indicators.

### **1.1.2 Vision, mission and values of Mossel Bay Municipality**

Mossel Bay Municipality's vision, mission and values (Integrated Development Plan 2017-2022) are as follows:

#### *Vision*

- We strive to be a trendsetting, dynamic municipality delivering quality services responsive to the demands and challenges of the community and our constitutional mandate, in which all stakeholders can participate in harmony and dignity.

#### *Mission*

- To render cost-effective and sustainable services to the entire community with diligence and empathy.
- To create mutual trust and understanding between the municipality and the community.
- To have a motivated and representative municipal workforce with high ethical standards, which is empowered to render optimal services to the community. The community is our inspiration and our workforce are our strength in the quest for community development and service delivery.

## *Values*

- Workplace
- Accountability
- Loyalty
- Loyalty Integrity
- Service Excellence

Population growth of this proportion is putting pressure on the Municipality's infrastructure and the resources needed to sustain the town and its people. It also poses huge challenges to eradicate water, sanitation and housing backlogs and impacts the Municipality's ability to service the community effectively. Despite this, Mossel Bay Municipality has achieved clean audits for eight of the past ten years, which speaks to good governance and proper financial controls in the Municipality.

### **1.1.3 Outlook of Mossel Bay Municipality's workforce**

The broad aim of this study was to determine why talented employees leave the employ of Mossel Bay Municipality. This was achieved by assessing the Municipality's approach to talent management in its endeavour to attract and retain talented employees. This determination to attract and retain talented employees ultimately led to the design of a suitable talent management strategy for the Municipality. Any organisation's approach – including, in this instance, a local government organisation – to talent management should include its definition of talent, the way in which this talent is developed, and how such talent is eventually retained by the organisation (Mrara, 2012:27).

Integrated talent management is utilised in the recruitment and selection processes for the appointment of staff, for deciding on suitable training and development for the relevant officials, and as a measure to retain and manage employees (Mossel Bay Municipality Human Resources Strategy, 2020:23). Integrated talent management refers to the management of traditional HR subfunctions (i.e. recruitment and selection, workforce planning, performance management, learning and development, reward and recognition,

and succession planning) in an integrated fashion to strategically leverage talent. The employment equity plan and related programmes form an integral part of the Municipality's Human Resources Strategy. To be successful, these programmes must be conscientiously incorporated into each component of Human Resources Management (HRM). Key programmes include the employment equity plan and approved targets for new employment, including the disability, gender and diversity programmes (Mossel Bay Municipality Human Resources Strategy, 2020:23). These programmes are seminal in that they cover the entire spectrum of HRM and the development of employees.

Mossel Bay Municipality is committed to continuously fill all vacant budgeted positions within a reasonable time. A total of 975 out of 1 040 budgeted positions are currently filled, excluding temporary and relief staff. An effective and efficient workforce is the key to excellent service delivery and the most important part of the Municipality's ability to reach its targets and fulfil its mandate. The essence of employing competent and knowledgeable employees lies in the principles of recruitment and selection. Mossel Bay Municipality have in place a sound and transparent recruitment policy that informs the recruitment and selection process and procedure. Policies, procedures and guidelines allow for fair and consistent staff treatment, as such complementing the management of staff. However, in contrast to the objectives of talent management, Mossel Bay Municipality, where the researcher is currently employed, and which was used as a case study for this research, has experienced a significant employee turnover in recent years. According to the Municipality's Annual Report 2020 (2020:124), a total number of 160 employees resigned from the Municipality in the period from 1 July 2018 until 30 June 2021, opting for employment in other organisations. This significant turnover is indicative of the reality that the Municipality needs to review its human resource practices and find new ways to attract and retain employees.

Many of these employees were employed in critical areas in Mossel Bay Municipality and were well-experienced, exhibiting diverse skills, competencies and talents. While the effect of the exit of these employees is difficult to quantify, Mossel Bay Municipality's capacity to deliver services effectively and efficiently was severely compromised. The reasons

provided by the employees themselves in exit interviews on why they had left the Municipality varied from a lack of training and development to complaints about poor management capacity (Mossel Bay Municipality, 2020). A study of these exit interviews suggests that talent management could have contributed significantly to raise the job satisfaction levels of employees and, therefore, retaining such employees. Mossel Bay Municipality recognised that employee turnover had become problematic for the organisation and initiated various strategies to address the problem. One of these strategies was to formulate a talent management framework to address the employee turnover as well as attract and retain talented employees to the organisation. However, to date such a strategy has not yet been developed or implemented.

Training and development of individuals play a significant role in the establishment of a highly skilled and fully capacitated workforce in an organisation. With specific reference to the public sector, developing an environment where internal capacity is nurtured from grassroots level, but not limited thereto, is an important factor in establishing a sustainable developmental model.

#### **1.1.4 Background**

In the context of a democratic developmental state, public servants should utilise all their abilities, skills, talents and experience to contribute to a prosperous country where citizens have hope in the future (Sing, 2012:380). Furthermore, it is advised that the local sphere of government employs public servants with a variety of skills, talents and competencies to deliver economic and social services that satisfy the needs of the citizens through rendering impactful services to the community. The retention of highly trained and skilled staff is, therefore, imperative to ensure effective and efficient governance in the public domain.

With this in mind, this research proposes a strategy by designing a development framework that is not limited to investing resources towards the growth of human capital only, but one that is guided by a retention strategy, which seeks to stem the exodus of talented staff to the open labour market. The researcher used Mossel Bay Municipality as a case study and

reference point for the implementation of a strategic integrated talent management framework.

The findings of the Human Science Research Council's African Human Capital and Labour Report for South Africa (2014:26-27) confirmed that talent management challenges existed due to the pace at which technological change and advancement were happening (including the 4th Industrial Revolution); the challenge of a complex work society as a whole (e.g. stress, financial bottom line directed practices, etc.); coupled with the demands of a knowledge-based world economy; as well as the requirements to adhere to practices and policies that ensure good governance and ethical work standards. These issues have resulted in a talent pool not willing or unable to take up critical roles or specific management positions. Apparently, even managers seem unable to keep up with changing workplace demands.

Due to the changing world of work, where employees do not remain with the same employer for their entire career, it is critical for Mossel Bay Municipality to identify initiatives to ensure that the right talent is appointed, developed and retained. The war on talent places the Municipality in a compromising position with regards to keeping its skilled workforce. If an organisation does not actively engage to maintain staff, they are bound to leave and the cost of re-employment linked with the loss of institutional knowledge and continuity strain future resources and the operational effectiveness of the organisation (Mossel Bay Municipality's HRM Plan, 2021:15).

## **1.2 PROBLEM STATEMENT**

The talent management roadmap and talent stewardship model are illustrative exemplars of how to apply talent management as a process in any organisation. These models propose an integrated approach to the different HRM functions. In recent years, Mossel Bay Municipality suffered the following challenges concerning talent management:

- aging employees;
- skills shortages in the Information Technology, Finance, performance management, Civil, Electrical and Town Planning fields;
- the incompetence of managers in managing and identifying talent;
- skills gaps combined with a mismatch between supply and demand for specific talent;
- a loss of senior managers;
- a lack of mentors and coaches in the various chores of the municipality;
- lengthy periods to fill crucial vacant posts;
- lengthy periods to train employees to acquire the requisite functional and performance skills;
- line managers with a negative attitude towards talent management initiatives;
- a high number of disciplinary cases in the municipality;
- low morale amongst staff; and
- high costs of employee turnover, employee engagement and staff productivity.

In consideration of the aforementioned of talent management challenges currently faced by Mossel Bay Municipality, it is proposed that, due to the absence of a strategic integrated talent management framework linked with other HRM practices, the municipality does not successfully recruit, select, develop, motivate and retain its employees to ensure sustainable organisational performance and service delivery to its constituents on an ongoing basis. These shortfalls justify the need for this study. Due to the TASK (Tuned Assessment of Skills and Knowledge) salary scales, Mossel Bay municipality consistently experiences the challenge of attracting and filling positions classified as professional and skilled technical.

It is disconcerting that Mossel Bay Municipality runs the risk of losing highly talented and skilled personnel because the municipality does not have a Talent Management framework. In an attempt to develop the internal capacity, the municipality allocates financial resources on an annual basis towards the development of employees in order to maintain a highly trained and skilled workforce.

Although these developmental opportunities exist as part of an overall developmental approach towards upskilling internal human resources through the implementation of the Workplace Skills Plan, bursaries are offered to those personnel who aspire to further their academic qualifications. Staff are identified for training programmes to capacitate and equip them for the execution of their duties on an annual basis. This takes place on an ad hoc basis as there is no proper system on appointment and exit processes to account for the sustainable development of employees.

The absence of a Talent Management Strategic Framework is a concern for Mossel Bay Municipality since the drive for continual development fails to create a sustainable platform for the successful retention of talented and skilled staff. Failing to create, adopt and implement the proposed strategy culminates in the continuous loss of talented and skilled staff within the employ of the municipality. Although the organisation could take solace in the fact that it has empowered and developed its internal capacity, losing the same personnel it has spent resources in developing to the labour market is certainly a lost investment that could be regarded as wasteful expenditure. The objective then should be to solve this perennial problem by aligning it to a key strategic outcome of the organisation.

It is also widely reported that South Africa currently suffers a major loss of skills in multiple areas of specialisation and this contributes to social and economic challenges (Vermeulen, 2015:483). The local sphere of government cannot afford to lose critical skills and talent to organisations outside the public sector or to other countries (Vermeulen, 2015:484). This study therefore focuses on the talent management of public servants in the local sphere of government with the purpose to retain talented and highly skilled employees within Mossel Bay Municipality. A case study approach was used because of the need for an in-depth study on the attraction, development and retention of highly skilled employees.

### **1.3 RESEARCH QUESTIONS**

The research problem crafted for this study addresses the following primary question:

#### **Primary research question:**

- Why is Mossel Bay Municipality losing highly skilled staff to the open market?

The following secondary research questions further explore the primary research question:

#### **Secondary research questions**

- What are the leading causes of highly skilled staff leaving the employ of Mossel Bay Municipality for the open job market?
- What philosophical and theoretical framework for talent management could be developed to address the flight of skilled employees at the local sphere of government?
- What is the statutory, regulatory and legislative framework for talent management required in the local sphere of government for the appointment and retention of highly skilled staff?
- What are the challenges experienced in the implementation of talent management practices in Mossel Bay Municipality for the appointment and retention of highly skilled staff?
- What constructs and practices should be embedded in a strategic integrated framework for talent management for Mossel Bay Municipality to maintain highly skilled staff?

### **1.4 RESEARCH OBJECTIVES**

To address the identified research problem, the study pursued the following research objectives:

#### **Primary research objective**

- The primary research objective is designed to determine the factors contributing to Mossel Bay Municipality losing highly skilled staff to the open market.

## **Secondary research objectives**

The study addressed the following secondary research objectives designed to:

- Determine the leading causes of Mossel Bay Municipality losing highly skilled staff to the open job market;
- Establish a philosophical and theoretical framework for talent management in the local sphere of government;
- Determine the statutory, regulatory and legislative framework for talent management in the local sphere of government;
- Assess the challenges experienced with the implementation of talent management practices in Mossel Bay Municipality to retain highly skilled staff; and
- Design a strategic integrated framework for talent management in Mossel Bay Municipality to appoint and retain highly skilled staff.

## **1.5 BRIEF LITERATURE REVIEW**

A literature review scans current and recent studies on a specific problem in order to carefully contextualise the current research study by identifying what research has been done before; what gaps exist in previous studies; and what the current study could contribute to the knowledge archive on the specific issue being studied (Machi & McEvoy, 2012:3-4). A literature review also allows scholars to assess and discuss the pertinent arguments on a specific problem so as to establish a pattern for critical thinking and the construction of novel theoretical frameworks on the planned research (Schurink, 2010:422).

A literature review, according to Wisker (2009:88), was a thorough examination of other researchers' views and arguments in relation to the current study's problem statement, research objectives, and research questions. According to Leedy and Ormrod (2013:51), a literature review provided the following advantages:

- It determined whether or not other researchers had addressed and answered the proposed research problem.

- It proposed new ideas, viewpoints, and methods that a researcher might not have considered.
- It informed the researcher about other researchers who had done similar work and offered guidelines and reflections on how to deal with the specific problem.
- A full scan in the literature review might disclose sources that the researcher was unaware of.
- It explained how other researchers had dealt with technique and design challenges in similar studies.

Relevant books, academic journals, scholarly articles, departmental policies, the current statutory and regulatory framework, other research documents, and government reports (such as auditor general reports) were consulted as part of the literature review for this study in order to gain an understanding of the framework, theory, previous studies, and ongoing debates regarding talent management so as to answer the research questions.

### **1.5.1 Talent**

McDonnell et al. (2017:88) argued that talent was a “set of competencies that allow the person to perform a certain role in an excellent way”. When talent was fully developed and applied, Bethke-Langenegger (2012:3) stated that “the talent might refer to the entire employee population”. Bethke-Langenegger (2012:3) further emphasised that talent was about identifying those specialists and leaders in a specific scarce field who ensured that an organisation continued to be competitive. These talented and skilled employees specifically use their expertise, social and methodical competencies and skills, special characteristics, knowledge, and qualifications in the efficient execution of duties and responsibilities in the workplace.

Top talent can be defined as a person “who routinely exceeds expectations while exhibiting the right behaviours and is agile in the learning approach” (Dirani & Nafukho, 2018:386). Human resource management departments can set the stage for success by hiring and training capable employees (Lenz at al., 2020:4074). However, developing such employees into a team of dynamic, motivated, long-term participants in the organisation’s processes

must be the responsibility of all management from the senior manager to the general employee.

### **1.5.2 Talent management**

Talent management, which incorporates the cooperation and communication of managers at all levels, has become an imperative in the face of today's organisational challenges (Edwards, 2017:236). There is significant diversity in defining the term talent management, and according to Mensah (2015:545), ever since the term talent management was coined in the 1990s, the concept had grown in popularity not only in HRM, but also in the business world.

Despite the fact that talent management has grown in popularity, Joubert (2013:5) pointed out that there was a lack of convergence on its definition due to the several streams and viewpoints on the construct. According to Cappelli and Keller (2014:306), there was no common or standard definition of talent management. The definition used by each organisation is determined by the type of institution, its strategy, and a number of other factors. Despite the elasticity in defining the construct, Anlesinya et al. (2019:440) contended that talent management was the systematic attraction, identification, development, engagement, retention, and deployment of those individuals who were of particular value to an organisation, either because of their high potential for the future, or because they fulfilled critical roles. This study, in agreement with other scholars cited already, offers the understanding that talent management is a process that entails the identification, assessment, development, motivation, promotion, and retention of skilled people with a high potential for success inside an organisation.

### **1.5.3 Relationship between human resources management and talent management**

As an example of a local government context, the City of Cape Town views talent management practices as not only having as its purpose the discovery and development of employees' abilities, but also relevant for promoting the potential and talent of employees without holding them back (Le Roes, 2017:1). According to the City of Cape Town's

Integrated Talent Management Framework, this approach is a strategic initiative, utilised for attracting and retaining employees (Le Roes, 2017:3). Talent management is also applied in the appointment, training and development of employees according to an organisation's HRM Strategy (Le Roes, 2017:23). In practice, talent management is integrated with other HRM practices.

The relationship between HRM and talent management has been the subject of contested discussion in recent years (Nayab, 2019:4). The main HRM functions are planning employee attraction, selection, retention, development, and allocation of HRM (Creelman, 2004:26; Vladescu, 2012:35). Several researchers concur that talent management serves the same function as HRM, albeit with a different focus. Dirani and Nafukho (2018:384) argued that there were key differences between HRM and talent management, where the latter is talent-focused, with a more directed interest on certain groups of people.

Vladescu (2012:35) further argued that talent management, unlike HRM, focused on certain employees in an organisation. One difference is that the talent management system is integrated with other activities. Well-proportioned resource allocation, typical for HRM, is not suitable for talent management. On the other hand, HRM is concerned with the integrated employee life cycle, inclusive of both transformational and transactional management of people.

The talent mind-set implemented in talent management is yet another difference between talent management and HRM. An organisation's approach to HRM is important for the success of talent management. In fact, it is the core of talent management, and so it makes sense that effective processes in all the traditional areas of HRM are constituents of talent management (Boporikar, 2017:396). Building the institution's brand is an important role of HRM (Vladescu, 2012:35). Employers who are positive about implementing talent management help to attract the best talent for an organisation. It is, therefore, concluded that HRM focuses on all employees, while talent management focuses on 'key employees' or 'top talent'.

In addition, talent management processes must be more strategic, integrated, and broad-based than ever before (Maleka et al., 2019:396). Talent management practices include workforce planning, talent gap analysis, recruiting, staffing, training and development, retention, talent reviews, succession planning, and evaluation (De Sousa Sabbagha et al., 2018:137). To drive performance, to respond to an increasingly rapid pace of change, and to create sustainable success, a municipality must integrate and align these processes with its core business strategies. Effective talent management becomes even more important with the looming talent shortage as many experienced leaders approach retirement (Anelisinya, 2019:441).

The above-mentioned theoretical review implies that talent management is not only a new buzzword; it is the challenge of the knowledge-based economy. The question is not whether or not to implement talent management, but how to implement it effectively. Lenz et al. (2020:4076) argued that most of the current processes relating to talent management were created almost half a century ago, and, therefore, that it was essential to design a more contemporary model based on current workforce and labour realities. Organisations need to rethink their approaches to talent management. Edwards (2017:337) argued that although there were a variety of approaches to talent management, it was essential to indicate that integrated talent management was the most recent paradigm shift for institutions. Edwards (2017:337) further stated that it could be defined as an innovative and holistic approach that enabled an institution to respond to changes in the internal and external political environment adequately and flexibly.

The concept of integrated talent management combines the institutional strategy, human resource strategy, talent management processes and organisational culture (Maleka et al., 2019:397). This study, therefore, assesses talent management and seeks to clarify why it is important, where it fits in an organisation, what is its relationship with HR, and what the impact is if an organisation does not invest in talent management practices.

According to DeTuncq and Schmidt (2013:4), a framework was a broad overview, outlining interlinked items, which supported a particular approach to a specific objective and served as a guide that could be modified as required by adding or deleting incongruent precepts.

Since the primary purpose of this study is to develop a strategic integrated framework to manage talent in Mossel Bay Municipality, the researcher links the framework to various HRM activities, programmes and functions within the Municipality. As many functional frameworks originate in theoretically demarcated approaches, so would an integrated talent management framework for Mossel Bay Municipality.

## **1.6 CENTRAL THEORETICAL ARGUMENTS**

The establishment of an integrated talent management framework, at the core of this research, focuses on the central theoretical arguments set out below.

### **1.6.1 Teleological vantage points of talent management**

Teleology can be described as an ethical perspective that contends the rightness or wrongness of actions that is solely based on the goodness or impurity of their consequences (Meyers, 2019:3). Furthermore, teleology is the doctrine that final causes exist and the study of the evidence of design or purpose in nature. Teleology illustrates that purpose and design are a part of or are apparent in nature (Meyers, 2019:5).

This study provides scientific arguments to explicate the purpose (teleology) of talent management and the purpose of an integrated talent management framework. In view of the existing problems experienced in Mossel Bay Municipality, it is necessary to establish the purpose of talent management to ultimately enable the Municipality to attract, train, develop and retain talented and suitably skilled employees.

### **1.6.2 Ontological vantage points of talent management**

Ontology focuses on the nature of reality, which can be learned and interpreted (Basit, 2010:23; David & Sutton, 2011:56; Ormston et al., 2014:16). The interpretation is based on the individual's view of the reality in the world in which they live. The research design starts by considering the ontological position, which deals with the fundamental nature of existence. There is no right or wrong answer as different people view the world differently depending on their role, value-set or background, in other words, their world view, since

“the map is not the territory” (De Sousa Sabbagha et al., 2018:137). The researcher filtered for preferences in his world according to his meta-programmes (Swales, 2019:15), which are derived from guiding principles and belief systems, motives and constraints, which in turn decide the events noticed and the events ignored, the evidence to be collected and the evidence to be set aside in building an argument.

It is the researcher's conviction that by interacting with senior and middle managers employed in Mossel Bay Municipality, it would be possible to establish whether talent management practices were integrated and whether this integration supported staff retention in the Municipality. Thus, it is understood that these employees have sufficient experience to enable them to identify specific barriers that inhibit the integration and implementation of talent management.

### **1.6.3 Epistemological vantage points for talent management**

This study is concerned with the manner in which we know and learn about the municipal world's reality in relation to talent management (Dirani & Nafukho, 2018:384). Epistemology also looks into the reality of people's beliefs and assumptions, as well as how they construct and interpret the phenomenon under investigation (De Sousa Sabbagha et al., 2018:137). The study's epistemological assumption is to interpret the participants' perceptions on talent management ideas and whether integrating them would facilitate employee retention in the local government realm (Kumar, 2014:306). As a result, an interpretivist paradigm is used. The interpretivist paradigm, according to Tracy (2013:15), assumed that reality and knowledge were the consequence of an individual's perspective and could be formed and reproduced through communication and interaction within the workplace environment of Mossel Bay Municipality (Meyers, 2019:2).

Through personal interaction by means of individual interviews with senior managers and middle managers employed in the fields of talent management and HRM, valuable information was provided, analysed and interpreted. This provided an understanding of how talent management practices should be integrated in the local sphere of government to support employee recruitment, selection, development, motivation and retention.

#### **1.6.4 Methodological vantage points for talent management**

The methodological assumption considers the adequacy of research methods, data generation procedures, and analysis techniques used in a study (Creswell, 2014:24). This study's methodological assumption is qualitative, explanatory, and descriptive research, as follows:

- The qualitative research approach enabled the researcher to obtain an understanding of diverse viewpoints, to identify how talent management practices may be incorporated, and to determine why employees leave the employ of the Municipality (Jennings, 2012:10).
- An explanatory research approach is appropriate to this study to explain the effective integration of talent management practices in relation to the retention of staff.
- Personal interviews and document analysis as research instruments enabled the researcher to collect sufficient evidence of the application of talent management in Mossel Bay Municipality and the possible integration thereof.

In consideration of the study's theoretical vantage point, the theoretical framework includes a review of the following theories: organisational support theory and human relations theory, which are briefly explicated below.

#### **1.6.5 Organisational support theory**

Organisational support theory investigates employee reactions concerning how the organisation values talented employees' contributions and takes care of their wellbeing (Eisenberger et al., 1990:14). Eisenberger et al. (1990:14) further introduced cognitive dissonance theory, which states that employees who are not regarded as talented might cope with this idea by de-emphasising the importance of being a member of a talent pool. Additionally, equity theory suggests that if employees have information about the talent status of their colleagues, this situation could be regarded as a variable in order to discover employees' attitudinal reactions as cited in Björkman et al. (2013:195).

### **1.6.6 Human relations theory**

Human relations theory developed in response to Taylorism. Rejecting the biological and mechanistic approaches of Taylor's "scientific management", the human relations theory proposed the implementation of methods of dealing with workers as socio-psychological beings (Fiske, 1990:13). As the basis of its new methods of intensifying and increasing labour productivity, the human relations theory proposed that human psychological and moral qualities, such as goals, motivation, and values, must be considered (Fiske, 1990:13). The use of empirical data on worker satisfaction with labour and the influence of collective demands and of the psychological climate in work groups on labour productivity spurred attempts to develop a programme to harmonise the relations of different groups and individuals in order to bring about maximum efficiency in the operations of the organisation as a whole (Chand, 2017:12).

New technology and the automation and mechanisation of production processes prioritised the task of training workers capable of continual improvement in their work habits. Moreover, it was determined that sweatshop methods of increasing worker productivity were ineffective (Perry, 2017:12). The practical needs of capitalist production encouraged the study of important problems within the framework of the human relations theory. Such problems included factors fostering a positive or negative attitude toward work and the influence of the work group on the individual; the effectiveness of forms and methods of supervision; and the improvement of conditions for work, relaxation, and leisure (Chand, 2017:12).

## **1.7 RESEARCH METHODOLOGY**

The total approach to the research process, from theoretical frameworks and concepts to data analysis, is referred to as research methodology (Wisker, 2009:89). A chosen research technique, according to Sahu (2013:3-4), took into account why a research problem was chosen, how the specific problem was defined, and how the data for the study was collected and analysed.

According to Leedy and Ormrod (2013:7), research technique was defined as the researcher's overall strategy in completing the research assignment. The research technique considers several factors, including the location of data, the method of data collection, the research procedure, and the method of data analysis (Schurink, 2010:428). As a result, research methodology provides the reason and justification for utilising specific research methods (Wisker, 2009:88). The following sections outline the research methods for this study, including the research approach, research design, data collection instruments, study population and sample, and data analysis processes.

## **1.8 RESEARCH DESIGN**

It is necessary to collect data in order to address the research questions formulated at the commencement of a study. There are various designs that could be followed to obtain the essential data and the most appropriate approach for this study is justified in this section.

A qualitative research approach was used to perform this study. Qualitative research is characterised as an approach in which data is expressed in words that describe people's attitudes, feelings, beliefs, views, and customs rather than being turned into numerical form (Babbie, 2011:24-25). According to Punch (2016:4-5), qualitative research was a method for analysing individuals' or groups' experiences, interactions, communications, and records in order to comprehend, characterise, and explain social phenomena. Qualitative research observes events, norms, and values from the viewpoint of the individuals being examined (Walter, 2013:56).

Qualitative research gives the researcher informed knowledge of what transpires by giving extensive descriptions of the social situations they investigate, as well as a comprehension of events and behaviour in their context (Plooy-Cilliers et al., 2014:174-175). Leedy and Ormrod (2013:139) concurred with this understanding in stating that qualitative research focused on real-world phenomena and captured and analysed the intricacy of such occurrences.

### **1.8.1 Research approach**

A case study research design was used to perform this study. A case study, according to Gravetter and Forzano (2012:349), was an empirical investigation into a specific event with a holistic and systematic focus on a single case. Case studies, according to Greetham (2009:220-222), were a method of acquiring information on a community or group of people, a set of documents, an institution, a person, or an event, and in this case, it concerns Mossel Bay Municipality's talent management practices.

According to De Vos et al. (2011:320), the strategic value of a case study lay in its ability to draw focus and attention to what could be learned from a single case. The aim of this study was to establish which aspects to include in a strategic integrated talent management framework for Mossel Bay Municipality. For many years, this Municipality has been one of the best with regards to performance management. Recently, many of the older staff retired and there is no succession plan or talent management practices in place to cater for the skills gaps create by their leaving. This is the main reason why the researcher chose Mossel Bay Municipality as a case study, namely to assist the Municipality to perform at the highest levels.

### **1.8.2 Instruments in data collection**

A data collection instrument is a tool that is used throughout the data generation process to obtain information on people's thoughts, feelings, and beliefs regarding a particular occurrence (Plooy-Cilliers et al., 2014:15). Multiple data gathering methods can be employed in a single study, according to Maxwell (2013:102). Triangulation is the process of cross-checking a variety of data collection methods or types of information (Williams et al., 2015:119). The researcher was able to acquire information regarding several areas of career management in the Municipality by triangulating data for this study.

#### **1.8.2.1 Personal Interviews**

Personal interviews with individual research participants were employed as the principal data collection instrument for this study. Questions about facts, people's opinions and

viewpoints about the facts, feelings, motives, present and past behaviours, what people think should be done in various situations, and conscious explanations for actions or sentiments were all covered in the interviews (Leedy & Ormrod, 2013:153). There are three types of interviews, according to O'Reilly and Kiyimba (2015:80), namely organized interviews, semi-structured interviews, and unstructured interviews. Semi-structured interviews were used as data collection instrument in this investigation.

A semi-structured interview is one that consists of a series of questions with room for divergence (Wisker, 2009:132-133). The interviewer prepares a list of questions related to the research topic, allowing for some stray from the questions to ask additional questions, in this case, into the operations of the Municipality with regards to talent retention strategies (Wisker, 2009:132-133). Structured interviews in qualitative research involve close-ended questions that compel respondents to choose from a list of predetermined responses (Walter, 2013:236).

In this study, the researcher allowed the respondents to elaborate on their experiences, perceptions, and views relating to career management by using open-ended questions, providing a qualitative richness in the data. The data relating to specific aspects of career management was rated and quantified, allowing certain deductions and conclusions to be drawn.

### **1.8.2.2 Population and sampling**

The qualitative research approach involved semi-structured interviews conducted with the five executive directors, eight senior managers, three training/performance managers and three HRM managers responsible for HRM within Mossel Bay Municipality's functional departments. These participants were selected due to their expertise as subject experts in the specific fields that for which they are responsible. Within the leading capacities, they are also responsible for the overall functioning and development of staff that report to them. The semi-structured interviews allowed the researcher to further interrogate specific responses to research questions in order to gain significant understanding of talent

management techniques in different functional areas and departments (De Langen, 2009:54).

In this study, the qualitative approach assisted the researcher to determine concerns relevant to talent management at Mossel Bay Municipality as well as the beliefs, experiences, perceptions and needs of municipal employees relating to talent management. This approach offers an opportunity to provide a comparative view of key factors and themes derived from the findings and support informed validation of the problems analysed.

The HRM managers were selected as participants based on their expertise in HRM and knowledge of talent management and other HRM practices, which collectively contribute to efficient and systematic workplace processes in talent management. The training and performance managers were selected based on their knowledge and experience of the relationship between training and development and performance management. The senior managers were interviewed because they are the implementers of the strategic integrated talent management framework. The middle managers are the line managers responsible for the implementation of the talent management framework within their respective directorates.

The interview strove to determine the reasons for the high turnover of middle and senior managers with scarce skills as these reasons could provide valuable information for the development of an effective strategic integrated talent management framework.

The interviews for this study, therefore, comprised four population groups. They were:

- Target group 1 – Executive Directors (five directors)
- Target group 2 – Human Resources Managers (three managers)
- Target group 3 – Training Manager and Performance Management Officers (three officers)
- Target group 4 – Senior Managers (eight line managers)

A population is a group of entities, objects, or people who share a similar set of attributes and from which measurements are obtained (Zikmund et al., 2013:385). The process of identifying a sample from a specific population is known as sampling (Leedy & Ormrod, 2010:146). Therefore, a sample is a subset of a broader population (Bryman et al., 2011:170). The process of selecting cases from the population to observe is called sampling (Terre Blanche & Durrheim, 2006:133). Brink et al. (2013:131) stated that a sample was a part of a whole, a selection from larger set of participants that a researcher identified to participate in the research study. According to Burns (2014:353), the sampling criteria determined the target population and the sample was selected from the accessible target population.

Furthermore, Burger and Silima (2006:657) posited that sampling was done for feasibility purposes and not everyone could be included in the research. It is expensive and unreasonable to study an entire population; therefore, sampling is undertaken to save resources such as time, finance and human resources (Denscombe, 2014:35).

The purposive sampling technique was used for this study where the participants provide the most information for the questions privileged in a study (Burns, 2014:365). Purposive sampling was used for the semi-structured interviews because the selected participants were able to provide in-depth knowledge on talent management due to the nature of their professions.

**Table 1.1: Breakdown of participants interviewed**

<b>Position</b>	<b>Number</b>	<b>Sampling</b>	<b>Research method</b>	<b>Percentage</b>
Executive Directors	5	Purposive	Interviews	26%
HRM Manager	3	Purposive	Interviews	16%
Training Manager/Performance Management officers	3	Purposive	Interviews	16%
Senior Managers	8	Purposive	Interviews	42%
Total	19			100%

Table 1.1 depicts the participants in the personal interviews, namely five Executive Directors, six Senior Managers, three HRM managers, and one training manager and two performance management officers included through purposive sampling.

### **1.8.3 Databases for literature**

The following databases were consulted to ascertain recent and relevant material for the purpose of this research:

- Catalogue of theses and dissertations of South African Universities (NEXSUS)
- Catalogue of books: Ferdinand Postma Library (North-West University)
- ResearchGate
- Academia
- GoogleScholar

### **1.8.4 Data collection and analyses**

Leedy and Ormrod (2010:153) supported a data analysis approach in which raw data from interviews was organised, categorised, integrated, and summarised to obtain reasonable insights into a specific research problem. Facts regarding a given case were arranged in a logical order, data was branded into meaningful categories, relevant documents and other data were reviewed for specific meanings in relation to the research, patterns were recognised, and conclusions were reached. This thematic analysis aided in the identification, interpretation, and recording of patterns in the interview responses. Data analysis, according to Leedy and Ormrod (2010:153), entailed organising, perusing, and identifying categories, as well as data integration and summarisation. Data analysis, according to Zikmund et al. (2013:459), was the transformation of raw data into intelligence.

Each interview was recorded and transcribed. The written submissions of the four transcripts were submitted to an independent analyst. The analysis was done through Burnard and Neumann's strategies of data analysis. Figure 1.2 below illustrates how the analysis followed the recommendations of Burnard and Neumann's strategies. The analysis outlines the planning, data collection and data analysis, elaborating how the coding was

done and how the original data was compared with the original. It further shows how the data was used to integrate the different subjects.

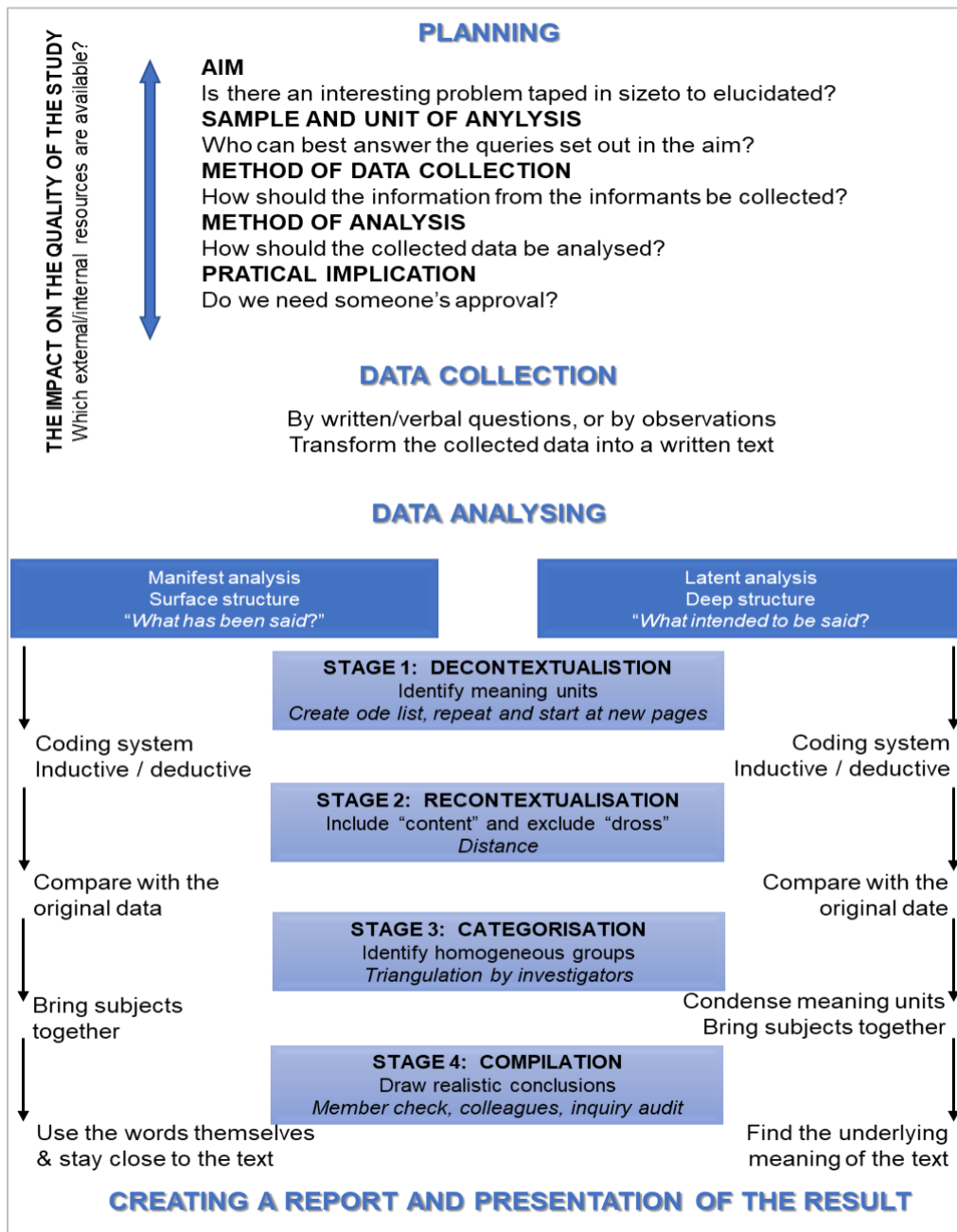


Figure 1.2: Creating a report and presentation of the result

Source: (Bengtsson, 2016)

## **1.9 LIMITATIONS AND DELIMITATIONS**

The research focuses on the input and results from a selected case study on the perceptions, experiences and views of the sample of participants in the specific case study. Although the results obtained through the empirical research are not necessarily generalizable, they generate case-specific data that could apply to other municipalities of a similar size and mandated with the same service delivery obligations in South Africa with regards to the challenges of talent appointment, retention and management. It must also be kept in mind that South African municipalities are governed by various political parties. The outcomes of this study cannot be generalised in respect of political affiliation. There is a need to appreciate the unique circumstances of each municipality in the context of resources and governance, hence the admission that this qualitative research is not designed to generalise results (Merriam & Tisdell, 2016:96).

It is proclaimed that representativity is a measure of how well a deliberative decision-making process or body exemplifies various constituency groups. It can be applied to legislatures in a representative democracy, election methods, legislative redistricting, statistical sampling, or selection of members of committees, cabinets, juries, or judicial panels (Merriam & Tisdell, 2016:96). The researcher ensured that each race group, age group and occupational level is represented by consulting the Skills Policy as well as the Employment Equity Plan of the Municipality in question. No temporary staff members of Mossel Bay Municipality, political office bearers, members of staff of municipal entities, or members of the Municipality's council committees in their position as councillors were included in this study.

## **1.10 ETHICAL CONSIDERATIONS**

Ethical difficulties, according to Flick and Duquenoy (2011:215), were one of the challenges that researchers encountered in general. According to Williams et al. (2015:80-81), research ethics referred to rules of behaviour that were important, because unethical research practices could affect a researcher's neutrality, resulting in biased data collection and interpretation, which could tarnish the reputation of institutions and organisations.

Ethical guidelines in research serve as standards against which each researcher evaluates their own conduct (Williams et al., 2015:80-81).

Research participation in this study was voluntary and the purpose of the study was explained to the participants and informed consent was obtained (Williams et al., 2015:80-81). All the participants in the study completed a consent form. Lavrakas (2008:243-244) emphasised that the participants' privacy and confidentiality should be respected. Babbie and Mouton (2008:523) asserted that confidentiality was ensured when the researcher did not publish the participants' responses linked to their names, but anonymously and as part of the collective feedback. In this study, the researcher replaced the participants' names with numbers and professional job titles. Their real names were not used.

In this study, the following ethical considerations were followed:

- Written consent was obtained from the participants.
- Permission to be recorded during the interview process was obtained from participants.
- The research participants were treated with the utmost respect.
- Confidentiality was ensured through anonymity.
- Compliance with the Faculty Research Ethics Committee of the Faculty of Humanities, North-West University, Potchefstroom Campus was ensured.
- Approval for the study was obtained from the Accounting Officer of Mossel Bay Municipality (the Municipal Manager) before the study was conducted.
- The participants were provided with the relevant information regarding the study and the purpose and importance of the study were explained to them beforehand.
- Participation in the study was voluntary and the participants were ensured that they could withdraw from the study at any given time.

## 1.11 SIGNIFICANCE OF THE STUDY

This study provides an examination of talent management practices, suggesting a paucity in awareness of how to combine the talent management strategy with key HRM efforts, or the lack thereof in the Municipality where this study was conducted.

The study focused on a specific group of people who are effectively affected by this process, either as participants in talent management activities or as users of the HRM process as a tool for strategic talent management. At the same time, it provided the data required to:

- Formulate the correct contemporary theoretical framework for talent management in the public sector;
- Develop the guidelines, policies and processes required for the implementation of talent management within the Municipality;
- Refine understanding of the challenges with the implementation of talent management; and
- Identify the core components of a responsive talent management framework.

The individual staff member, the relevant line manager, the HRM department, and the Municipality that strive to ensure effective talent management and retention strategy are the beneficiaries of the talent management processes and their application. This research is useful to the broader talent management and HRM community, including, but not limited to, the Human Capital Institute (HCI) of South Africa, the South African Board for People Practices (SABPP), the Human Sciences Research Council of South Africa (HSRC), the South African Local Government Association (SALGA), and academic institutions that offer public administration courses. The findings may be published in academic journals, as well as the SABPP, the Institute for People Management (IPM), the Institute for Municipal People Practitioners (IMPSA), Delivery – The Magazine for Local Government, HR Future, and the HCI South Africa's web publications.

The study makes a valuable theoretical contribution to the body of knowledge in public sector HRM as a sub-field of public administration and benefits students in the field of public

administration at tertiary institutions. Furthermore, SALGA may utilise the knowledge gained through this study to recommend implementation of integrated talent management as part of broader HRM in municipalities nationally.

## **1.12 STRUCTURE OF THE STUDY**

This thesis is structured in the following six chapters:

- Chapter 1: Introduction and background to the study
- Chapter 2: Theoretical framework of talent management
- Chapter 3: Theoretical framework for statutory and regulatory talent management in the local sphere of government
- Chapter 4: Research methods
- Chapter 5: Research findings
- Chapter 6: Conclusions and recommendations

## **1.13 CONCLUSION**

This chapter offered a comprehensive overview of the talent management problem in Mossel Bay Municipality. It also included a brief survey of the literature on talent management, as well as the problem statement, goals and objectives, research questions, theoretical vantage points, and several talent management theories. The research methods, ethical considerations, and study limitations were clarified.

The following chapter focuses on the theoretical framework of talent management, with specific reference to the landscape of human resources in Mossel Bay Municipality, which includes the Human Resource Plan and its purpose, the Human Resource Strategic Framework of Mossel Bay Municipality, employment equity outlook, affirmative action measures and numerical goals and timeframes.

## **CHAPTER 2: THEORETICAL FRAMEWORK OF TALENT MANAGEMENT**

### **2.1 INTRODUCTION**

This chapter explains the theoretical framework of the talent management and human resources landscape in Mossel Bay Municipality. It establishes a theoretical framework for talent management in the public sector, specifically in the local sphere of government. The chapter commences with an exposition of the philosophical vantage point of the research. In this respect, the teleology, ontology and epistemology of talent management are explicated. A thorough explanation of the components and dimensions of talent management is given with the emphasis on capacity and management practices in municipalities. Based on the philosophical foundation, the literature review is based on the organisational support theory and the human relations theory and their suitability to talent management in the local sphere of government.

### **2.2 HUMAN RESOURCE PLAN AND ITS PURPOSE**

The Human Resource Management and Human Resource Development Strategy and the Implementation Plan outline the intentions of Mossel Bay Municipality in relation to the way in which it should manage its human capital. These instruments deal with:

- Developing a capable and skilled workforce that strives towards service excellence;
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality (Mossel Bay Municipality Annual Report, 2020:123).

In line with the foregoing, the Human Resource Management Strategy and Implementation Plan aims to:

- Ensure that Mossel Bay Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;

- Ensure that the Municipality makes optimum use of human resources and anticipates and manages potential human resource shortages; and
- Ensure that the Municipality's workers are adequately skilled and competent to add value to the Municipality in terms of providing sustainable solutions, guidance, and capacity building (Annual Report of the Municipality of Mossel Bay, 2020:123).

### **2.3 HUMAN RESOURCE STRATEGIC FRAMEWORK OF MOSSEL BAY MUNICIPALITY**

Mossel Bay Municipality's HR Strategic Framework illustrates an integrated HR Management approach as set out in Figure 2.1 below.

Integration is essential for improving the performance of the human resources value. When HR activities are not integrated with other corporate processes and goals or outcomes, the effort put in will deteriorate or will not be fully realized. The Municipality must guarantee that the overall human resources strategy is related to the overall municipal objectives in order to achieve the ideal state.

### **2.4 EMPLOYMENT EQUITY OUTLOOK**

The Municipal Council approved a new Employment Equity Succession Plan for the years 2019 to 2024. At the same time, the Municipality pledged to promote equal opportunities, fair treatment, the elimination of discrimination, and the implementation of affirmative action measures to address the disadvantages that designated groups have faced in the past, in order to ensure equitable representation in all occupational categories and levels of its workforce (Employment Equity Plan for the Municipality of Mossel Bay, 2019-2024).

### **2.5 AFFIRMATIVE ACTION MEASURES**

The following affirmative action measures were identified to improve the under-representation of designated groups over the implementation period of the Employment Equity Succession Plan:

- Appointment of members from designated groups and increasing the pool of available candidates;
- Training and development of people from designated groups;
- Promotion of people from designated groups and retention of people from designated groups;
- Reasonable accommodation for people from designated groups; and
- Steps to ensure that members of designated groups are appointed in such positions that they can meaningfully participate in corporate decision-making processes.

Steps to ensure that the corporate culture of the past is transformed in a way that affirms diversity in the workplace and harnesses the potential of all employees were also formulated (Mossel Bay Municipality Employment Equity Plan 2019-2024).

## 2.6 NUMERICAL GOALS AND TIMEFRAMES, AND ORGANISATIONAL CAPACITY

The numerical goals are designed to guarantee that specified groups are represented at all levels of Mossel Bay Municipality's workforce. To re-address the workforce profile and retain them, the under-representation of black people, women, and persons with disabilities must be a top priority.

**Table 2.1: Employment equity timeframe**

YEAR TO IMPLEMENT	MALE				FEMALE				TOTAL EMPLOYEES
	African	Coloured	Indian	White	African	Coloured	Indian	White	
2020	201	376	4	113	73	125	2	60	954
2021	202	376	4	114	74	127	2	61	960
2022	203	376	4	115	75	130	2	61	966
2023	203	375	4	116	77	133	2	62	972
2024	203	376	4	117	78	135	2	63	978
2024	20.75%	38.45%	0.4%	11.96%	7.97%	13.80%	0.2%	6.44%	978

Table 2.1 represents the Employment Equity Plan for Mossel Bay Municipality for a five-year period. It outlines the numerical goals to ensure representation of designated groups in all occupational levels of Mossel Bay Municipality.

## 2.7 CAPACITY

From Table 2.2 below, it is evident that many employees are leaving Mossel Bay Municipality on a regular basis and that the turnover rate is on the increase although the percentages seem low.

**Table 2.2: Turnover rate**

Details	Total appointments from beginning of financial year	Terminations during the financial year	Turnover rate
2018/19	69	57	6.44%
2019/20	61	43	4.86%
2020/21	75	63	7.05%

Table 2.2 represents the number of appointments that were made as well as the number of employees that left the Municipality from 2018 to 2021.

## 2.8 TALENT

While Kahn and Louw (2010:179) defined talent as an employee's unique set of skills and abilities, Van Dijk (2008:387) understood it to be an individual's skills, aptitude, and achievements, or the product of ability, which includes individual competence, education, training, and experience, as well as motivation and opportunities.

Silzer and Dowell (2010:14), on the other hand, argued that "... talent can refer to a pool of employees who are exceptional in their skills and abilities either in a specific technical area (such as Microsoft 365 skills) or a competency (such a performance management talent), or a more general area (such as general managers or high-potential talent)".

Iles et al. (2010:5) affirmed that talent referred to people who had the ability to make a difference to organisational performance, decision-making and service-delivery through immediate or long-term contributions demonstrated at a high level. Some scholars define talent as individuals with distinctive features, while others define talent as the outstanding skills, abilities, experience, competencies, and knowledge that people possess, like Roman

(2011:7) did. Because the notion of talent varies per organisation (Roman, 2011:8), knowledge and abilities are relevant not only to the work itself, but also to other parts of the organisation (Haid, 2012:20). Leadership was crucial to finding and managing talent, according to James and Mathew (2012:81). James and Mathew (2012:3) also agreed with Haid (2012:20) that talent referred to a certain set of people who possessed the abilities, knowledge, and characteristics required to perform jobs at a higher level. Fitzgerald (2014:3) concluded that talent was an all-encompassing term that applied to all employees in some organisations, while it was rephrased as a skills gap in others.

It is evident from the researchers referred to above that talent is acquiring competent individuals to render optimum service and the development of such talent to replace key employees that leaves the organisations. Simply said, talent refers to the possession of special skills and abilities. There are skills and abilities that are uncommon, i.e. they are not found in everyone. Cullen Scott sings, as Abe de Villiers plays cricket. It is vital to recognise, develop, and maintain people's talent in order to be successful. Once talent is discovered, it must be nurtured. For example, if a person discovers that he has the ability to sing, he must receive rigorous training and practice in order for this skill to be honed to perfection. As a result, talent refers to the ability to learn and expand in order to meet and overcome new obstacles in a dynamic environment. The definition of talent is widely accepted, but not explicitly defined. Individual experience, wisdom, insight, knowledge, skills, attitudes, or competence are usually utilized in conjunction with people or assets.

## **2.9 TALENT MANAGEMENT**

Devine and Powell (2008:1) stated that talent management had been a trending topic for management in both the public and private sector. Brunila (2013:12) pointed out that in the academic sector, there was no clarity on what the phrase talent management meant. Because of the lack of clarity surrounding the idea of talent management, diverse perceptions have arisen among employees and management (Brunila, 2013:12).

Brunila (2013:12) pointed out that in the academic sector, there was no clarity on what the phrase talent management could have in the diverse connotations that it took. Because of

the lack of clarity surrounding the talent management concept, diverse perceptions arose among employees and management (Brunila, 2013:12). Succession planning, selection and onboarding, talent retention, developing and monitoring performance, and rewarding and recognising talent are all part of the talent management process (Bluen, 2013:39).

Vermeulen (2007:277) referred to talent management as a process that dealt with the human resource of an organisation and the way in which this resource should be retained, developed and motivated through the enhancement of institutional performance. Therefore, for the purpose of this research, talent management comprises a strategic process that involves attracting, identifying, developing, rewarding and retaining the human resource in a way that is integrated with the HRM practices of the institution to maximise its human potential and promote effective and efficient service delivery in the public sector.

Vermeulen (2007:277) emphasised the broader meaning of talent management in three different ways. To begin with, talent management refers to a collection of common HRM processes and activities such as recruitment, selection, development, and succession planning. Secondly, talent management is the process of establishing a talent pool large enough to fill vacancies and ensure a steady flow of qualified personnel into open positions. Thirdly, the focus of talent management should be on discovering and developing overall potential inside the institution rather than focusing on a single individual. As a result, talent management becomes a strategy that incorporates HRM roles, strategies, processes, and activities designed to provide adequate employees with competent abilities via recruitment and selection processes, as well as retention techniques. Talent management, according to Vermeulen (2008:409), entailed talent planning, gap analysis, recruiting, selection, training and development, retention, succession planning, mentorship, career development, performance management, and recognition.

Thunnisen (2015:58), on the other hand, argued that talent management varied in meaning from author to author. He defined talent management as a proactive process that involved the identification, attraction, retention, development and effective management of high calibre and diverse people in significant numbers. He further confirmed that to contribute

meaningfully to the overall performance of the organisation, such employees should be deployed to emerging positions.

Collings et al. (2017:228) argued that while the notion of talent management was garnering widespread attention in academia, it was not considered as a human resource management approach in the public sector, but rather as a government effort.

Because of an increase in public demand for service delivery, Thunnissen and Buttiens (2017:391) agreed with Collings et al. (2017:228) that public sector organisations could no longer afford to ignore the significance of recognizing and managing staff performance and talent. Because there are numerous meanings of talent management, Koketso and Rust (2011:32) admitted that defining talent management was difficult. However, Koketso and Rust (2011:32) submitted that it entailed processes that integrated strategies and processes in order to implement a designed increase in employee productivity. It did so by developing improved processes to require, develop, retain, and deploy those with essential skills and competencies to meet the institution's current and future organisational needs. Employee recruitment, screening, selection, induction or deployment, retention, and development are all part of talent management, which is based on workplace analysis and planning.

Collings et al. (2017:228), Koketso and Rust (2011:32), and Thunnissen and Buttiens (2017:391) concluded that talent management was a strategic process to develop identified talent and to ensure that the process to develop individual talent was intended to further the vision and mission of an organisation. Any talent management procedure should focus on planning, identifying talent, recruiting properly, ensuring a proper on-boarding process, training and upskilling those identified individuals, in order to increase the performance of the organisation. They further proclaimed that proper personal development plans should be developed to enable smooth succession planning processes.

It has been found that talent management is a strategic undertaking aimed at combining diverse components. These components, in particular, are concerned with the tasks of

attracting, hiring, training, developing, retaining, and managing personnel in order to improve organisational performance.

## **2.10 APPROACHES TO TALENT MANAGEMENT**

There are two approaches, namely inclusive and exclusive, that organisations utilise in the implementation of talent management. Inclusive talent management is aimed at all employees that can add value to ensuring optimal performance delivery. Cappelli and Keller (2014:307) argued that this was the main reason that all employees should be included in the talent management process. Buttiens and Hondeghem (2012:9-10), however, indicated that exclusive talent management focussed on a designated section of the workforce that consisted of high performers with highly specialised and scarce skills critical to organisational success. It is, therefore, evident that a talent management strategy has specific aims, programmes and actions developed for this designated group of employees.

Also, in support of the above, Schreuder and Noorman (2019:1) emphasised strategic talent management, rather than generic talent management. Their study focused on the strategic demands of an organisation and on the recruitment of specific and crucial top talent that has a disproportionately large influence on realising such a strategy.

In addition, Maqueira et al. (2019:34) contributed to the debate by concluding that the internal talent development model would be more beneficial to organisations whose competitive advantage was achieved through collective effort (teamwork), whereas organisations that did not achieve a clear differentiation through teamwork should rather pursue the external talent capture model.

It is against this background that Gilmore and Williams (2013:166) warned that an exclusive approach to talent management should never be implemented in a way that discriminated or neglected the rest of the workforce. It is evident from the studies mentioned above that a combination of both approaches should be administered to ensure that the increased performance and delivery of better services were achieved.

## **2.11 THE BASIC ELEMENTS AND PROCESSES FOR TALENT MANAGEMENT**

### **IN THE ORGANISATION**

It is evident that superior talent is increasingly recognised as a key source of sustaining a competitive advantage in high performance organisations. Continuous talent management processes are, therefore, needed to retain and sustain talent in the organisation.

#### **2.11.1 Filling the gap (acquiring talent)**

To enable organisations to meet strategic and long-term goals, Bussin (2014:101) insisted that organisations should focus on finding and employing talent in the short term (operational). This was further explained by Brewster et al. (2008:128), who suggested that acquiring talent in the organisation basically involved focusing on attracting, recruiting, selecting and employing talent. He further argued that it was of paramount importance that organisations should find out what types of employees were required, which were currently available, and what would be the future need. It is, therefore, important that all organisations that want to achieve optimal results must fill the gap of employees that it needs with the help of talent management (Van der Westhuisen, 2017:136).

According to Van der Westhuisen (2016:127), the following basic steps should be followed by the HRM department to fill the talent gaps in an organisation:

- Know which competencies are required for positions or vacancies.
- Identify the areas where proficiency is needed.
- Look for persons with the required knowledge, skills and abilities within the industry or market.
- Select the right or deserving candidates with the required proficiency.
- Identify the skills gap of the candidate to the position.
- Devise plans to mitigate the skills gap.
- Provide training and refreshment to newly hired employees.
- Roll-out professional development plans to help employees succeed in their roles.

- Periodically assess individual performance and identify the areas where extra training or specialized attention is required.

The continuous alignment between organisational needs and employee performance is essential in meeting the goals of an organisation, because the talent gap has a moderate-to-high negative effect on organisations. It hampers turnout, reduces employee morale, and reduces competitiveness and productivity. Strategic steps should be taken to reduce the talent gap to a negligible level so as not to hamper the productivity of the workforce. It is evident from the research mentioned above that a perfect balance should be found between filling the gap and other recruitment initiatives to ensure optimal productivity and service delivery performance in the organisation.

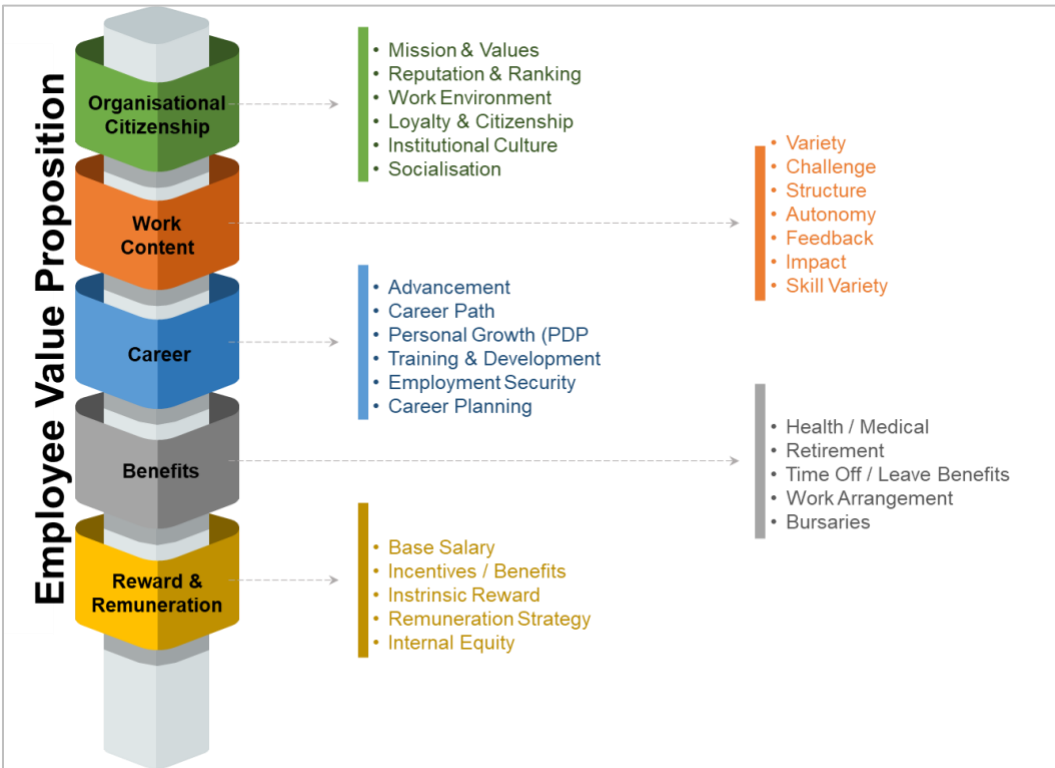
### **2.11.2 Employee value proposition and accountability**

Bussin (2014:125) defined employee value proposition (EVP) as a combination of traits and benefits. These traits and benefits motivate applicants to join an organisation and existing employees to remain in the organisation. According to Brewster et al. (2008:132), EVP include the intrinsic and extrinsic satisfaction, values, ethics and culture that employees encounter in the organisation. This suggests and requires that a unique EVP should be designed that can support employer efforts in finding applicants from a rich candidate pool. It should also support the adoption of measures to retain dedicated employees with exceptional work performance and at the same time, attract people to join the organisation without enticing them with remuneration perks (Bussin, 2014:125). It is argued that EVP serves as a communication mechanism to attract and lure applicants to an organisation and not necessarily to reward through benefits and extra compensation (Brewster et al., 2008:160). Therefore, employees must be valued, recognised and fairly remunerated for their contribution towards organisational success.

Employers with a good choice attract talent to their organisations and in most instances will ensure and improve optimal performance, commitment and the retention of key talent. It is the researcher's position that that apart from EVP ensuring that strong people staying in the organisation, it also serves as a brand that attracts more talent from the outside. EVP

ensures that current staff members experience a high level of employee satisfaction, which impacts positively on service-delivery standards, resulting in better client satisfaction (Brewster et al., 2008:160).

To achieve the above, organisations must embark on creating an EVP. This means that organisations must have a thorough description of what makes them unique as an employer (the promise that they offer to the talent they attract) and the unique employee experience that is offered (staff engagement, benefits such as reward and recognition), investment in development, creative job design and descriptions, ethical conduct and service standards, as well as the positive culture in the organisation) (Brewster et al., 2008:161). Below is a schematic presentation on the different elements of an employee value system and how an organisation can benefit from it. Implementing the model leads to more employee satisfaction and, subsequently, a better performing workforce and the delivery of exceptional standard services.



**Figure 2.1: Employee value proposition**

Source: City of Cape Town, Integrated Talent Management Framework (2018:3) modified by Jantjies, 2021

It has been ascertained that management accountability provides support in the following realms:

- Assists the organisation in building a good reputation with all stakeholders through positive behaviour and support of a positive organisational culture (City of Cape Town, Integrated Talent Management Framework (2018:3);
- Assists HRM in ensuring an effective employer brand that will support an EVP that attracts key talent (City of Cape Town, Integrated Talent Management Framework (2018:3);
- Supports HR in roll-out of employee engagement and satisfaction surveys to gauge the impact of the EVP on internal staff (De Swardt, 2011:9);
- Pro-actively implements action plans to address key points of improvement highlighted in employee engagement survey feedback and results obtained (City of Cape Town, Integrated Talent Management Framework (2018:3);
- Ensures the integration of external survey results regarding the organisation as an employer of choice into department/directorate staffing and business strategies in order to ensure the right talent is attracted for the right position at the right time (De Swardt, 2011:9);
- Ensures mechanisms are in place to retain key talent through adherence to sound practices in the application of the EVP (City of Cape Town, Integrated Talent Management Framework (2018:3); and
- Ensures that accountability for service delivery is shared amongst all employees and through IPM effectively measured to recognize achievement and celebrate successes (City of Cape Town, Integrated Talent Management Framework (2018:3).

### **2.11.3 Workplace planning**

Van Hoek (2014:57) observed that workforce planning was a phrase that was also known as employment planning or human resource planning. According to Grobler et al.

(2006:104), workforce planning was viewed as a process that involved the development and practical implementation of action plans to enable an organisation to have the right people with the right skills in the right jobs at the right time for future organisational success. It is a systematic process where organisational managers establish, review and forecast the required future demand and supply of employees needed to perform and execute the organisation's work needs (Tshilongamulenzhe, 2014:271).

Heneman and Judge (2009:96) defined workforce planning as a process that involved a cluster of activities that enabled an organisation to forecast employee requirements as well as the labour availability to determine employment gaps. Thereafter, they develop action plans to address the gaps. Bussin (2014:93), on the other hand, mentioned that workforce planning usually began with strategic workforce planning whereby organisational roles were clarified and soon required, as well as the expected number of employees that would leave the organisation. He further argued that for future workforce planning, the current organisational dimensions should be taken into account and that planning was linked to the strategy of the organisation (Bussin, 2014:73).

Cillie-Schmidt (2012:3) observed that comprehensive workforce planning entailed focusing on areas that were short term, tactical workforce planning, and long-term workforce planning, which are all equally important. The responsibility for workforce planning as described above rests with HRM (Warnich et al., 2015:121.)

Workplace planning:

- Helps the organisation to attract and retain people with the right skills, expertise and competencies well in advance of needs (Armstrong, 2003:360);
- Helps form the basis and development of professional recruitment and selection practices as key human resource functions, and promotes the effective utilisation of human resources in the organisation (Meyer & Kirsten, 2005:30);

- Enables better management of labour costs through anticipating skills shortages or surpluses, which will result in the adoption of effective strategies and methods to manage these differences before they become unmanageable and expensive (Krishnamurthi, 2006:84);
- Makes it possible for the organisation to identify and prevent future problems as early as possible, which will result in reduced labour turnover rates, and will even prevent layoffs in order to take advantage of opportunities by identifying skilled workers in advance until a time when their skills will be required (Van Hoek, 2014:60); and
- Determines future human resource needs, while allowing the development and implementation of action plans aimed at reducing gaps between demand and supply of labour (Erasmus et al., 2014:272).

#### **2.11.4 Knowledge creation**

To ensure the implementation of knowledge, the development and application of strategic goals should be linked to the vision and mission of an organisation (Oluikpe, 2012:15). According to Kazemi and Allahyari (2010:36), well-articulated policies on the creation of knowledge must specifically outline the objectives of knowledge creation and management thereof. Sharma (2013:23), on the other hand, stated that knowledge management was the most important activity of an organisation. Schiuma (2012:102) agreed that this was so because it was facilitating the creation of new knowledge, and the documentation, transferring, use and repetitive application of knowledge.

Information codification, knowledge sharing, and knowledge retention produce positive employee satisfaction, according to a recent study conducted by Kianto et al. (2016:13) among senior managers, middle managers, experts, and regular staff in municipalities. Kianto et al. (2016:13) said that organisations should assist and offer a framework for critical knowledge workers to produce new knowledge and ways to improve knowledge creation. Their study endorsed the practice of certain leadership behaviours that provided support for innovation, as well as cultivated an organisational learning culture (Kianto et al., 2016:13).

### **2.11.5 Career planning**

It is normal practice that when organisations talk about a career path, they refer to an upward promotion (Clarke, 2013:27). Career management is a necessity, but very few organisations have policies that guide employees' careers. Clarke acknowledged, however, that organisations might be unable to offer job security and where other generations of employees prefer flexibility in career development. Clarke further argued that organisations had to evolve in line with the modern-day approach to accommodate the flexibility that both employees and organisations need, without undermining the role of career management.

The employment relationship between employees and employers today is presented with different talent management challenges. Clarke also established that although there had been a major shift in the way in which organisations approached career development, employees still wanted an organisational environment where their careers were managed and nurtured by the organisation. Clarke (2013:34) suggested that for career management to survive, organisations should be flexible and adaptable to their operating environment; provide opportunities to employees to develop; jointly with employees, take responsibility for employee development; and take cognisance of both organisational interests and employees' career aspirations.

It is evident that career management is an important element in the development of talent. It is about an individual's recognition of the potential value of talent by the organisation as well as individual recognition of an employee's abilities to perform at an optimum level. It speaks to equipping employees to take up the managerial positions that are at hand. Through this process, there is a long-term view for both employer and employee, and the investment that is part of the developing tools that the organisation uses to identify the most suitable employees and the correct areas in which they should be developed. It is ultimately beneficial for the organisation to develop a progressive career plan for each of the identified employees.

### **2.11.6 Employee engagement**

According to Joubert (2007:21), employee engagement was defined as an emotional bond between the individual and the organisation. Most employees will stay in a organisation where they believe they can be more engaged; this will also ensure that they are willing to work to their full potential (Kumaran, 2015:54). Kumaran highlighted the following fundamental factors of engagement:

- The chance to grow and advance in your profession;
- Pleasant working connections with co-workers; and
- Effective management and communication of expectations.

According to Devine and Powell (2008:20), public sector organisations should encourage investment in the now dynamic global economy in order to attain optimal performance and service delivery. Employee engagement, according to Nguwi (2015:9), was linked to organisational outputs and employee performance. Nguwi (2015:9) went on to say that engaged employees were more likely to be enthusiastic about their jobs and organisations, to pursue learning objectives, and to go above and beyond what was expected of them.

Devine and Powell (2008:19) stated that un-engaged employees had low productivity levels and were likely to leave organisations early, which caused major retention issues and ultimately led to lack of loyalty and poor performance from the workforce. Employees are considered an organisational asset and, therefore, employers should make engagement part of their strategies on talent management (Distiller, 2015:1). It is quite evident that the term talent management does not really appear in the documents, strategies and policies of municipalities (Munsumy & Venter, 2009:189). Studies would show that employee engagements are included in most HRM actions and programmes such as such work-life balance, and personal ideas related to the content of the job. Munsumy and Venter (2009:189) further emphasised how important thorough communication was. This can be done in the form of feedback, group communication, suggestion box, brand communication and employee surveys.

Masimbingiri and Nieber (2011: 3) on the other hand asserted that “Affective commitment reflects an emotional attachment to, and identification with, organisations. Normative commitment, on the other hand, mirrors a sense of belonging”. Engaged employees are those who know what their organisations do, can articulate their competitive advantage accurately and passionately, care about their customers, and communicate with colleagues even in informal settings. SALGA did a study on HRM that indicated that municipalities were engaged with their employees in many ways, including emails, intranet, circulars, departmental meetings, notice boards, road shows, workshops, weekly and monthly internal newsletters, pay slips, memos, HR structures, and open door policies (SALGA, 2010:54). Municipalities use different platforms to engage with worker representatives such as the Safety Committee, Training and Development Committee, Employment Equity Forum, Recruitment Forum and the Local Labour Forum (LLF). This engagement with worker representatives ensures stability and sound labour practices and most issues are resolved in the above-mentioned forums. The study ends with a warning to municipalities that existing major disputes sometimes rendered municipalities ungovernable (SALGA, 2010:61). It is evident from this study by SALGA (2010) that talent management contributed to employee engagement. Engaged employees are individuals who take action to improve organisational results. It is proven that employee engagement leads to positive actions and positive comments about the organisation; thereby contributing to the development of a positive employer brand. It makes employees want to remain with the organisation, thereby minimising turnover, and engaged employees regularly make a superior level of effort.

## **2.12 DIFFERENT DIMENSIONS OF TALENT MANAGEMENT**

The methodical identification of essential roles that differentially contribute to an organisation's sustainable competitive advantage in the global arena is at the heart of the talent management idea. Figure 2.3 below show the basic components that should be included in an efficient talent management process.



**Figure 2.2: Dimensions of talent management**

Integrated talent management model adapted from DeTuncq & Schmidt (2013:3)

Figure 2.3 represents the elements of talent management as well as the different dimensions, which are discussed in detail below.

**2.12.1 Talent strategy and planning**

Before starting with any talent management process, it is very important to first look at strategy and planning. The Public Administration Leadership and Management Academy (2009:106) indicated that a talent management plan that had the support of senior management should be based on the strategies of the national, provincial and local government spheres. A talent management plan should incorporate relevant HRM activities such as recruiting, selection, retention, development and training, career management, succession planning, pay, and performance management. Therefore, it is critical that a public sector organisation's HRM strategy and plans include talent management and retention measures (Vermeulen, 2007:17).

The talent strategy should be such that the future and current needs of the organisation are identified. This means that the number of employees that will be needed and what be their qualifications, work profile, etc. needed to be should be determined in advance. Again, according to the business level, a talent plan should be set up. If there is need for more technocratic people rather than administrative people, then people with the relevant skills should be identified accordingly.

Common practice is that at the top-level directors are needed, whereas on the lower and technical levels, more general workers or artisans' assistants are needed. Talent pools should, therefore, be developed according to the different organisational levels in accordance with critical and scares skills. Lastly, the organisation should do a risk and gap analysis. The talent needed in the organisation forms the gap in the organisation (Van der Westhuizen, 2016:49).

### **2.12.2 Recruitment and selection**

Vermeulen (2007:416) emphasised that after a proper planning process, the next step in the HRM loop would be a recruitment action. This would ensure that the right strategies were employed to attract the right employees with the right skills and competencies. They would be placed in the right positions to fill the gap in the HRM planning process. Senior managers should be involved in the development of recruitment policies by specialists and HRM authorities. Recruitment, according to Van der Westhuizen et al. (2011:205), was the process of attracting enough applicants with the requisite competences, qualities, and potential to fill job openings and support organisations in effectively carrying out their missions. Recruitment and selection ensured that institutions were sufficiently capacitated, according to the White Paper on Human Resource Management (1997:37).

Recruitment, according to Kahn and Louw (2010:180), should produce a large enough pool from which the public institution could find and select competent applicants with the necessary skills, competencies, experience, and knowledge. It should make it easier for organisations to find people whose skills match the job criteria and who can help them achieve their goals. Following the identification of prospective candidates for a position, the

organisation can proceed with the selection process, during which the best candidate is chosen and appointed (Vermeulen, 2007:416). In general, selection panels assess qualifications, experience, knowledge, skills, abilities, employment equality, and the candidates' answers during the selection interview to determine who will be the best candidate for a particular post (Van der Westhuizen, 2016:128).

Other aspects to be considered during selection interviews, according to Vermeulen (2007:416), included prospective applicants' values and behaviours. The reason for this is that while skills and competences can be learned, behaviour and values are significantly more difficult to modify, because they reflect a candidate's inner orientation. The Constitution, as well as the Batho Pele principles in the White Paper on Public Service Transformation, 1997, provide the values and principles essential for the South African public sector. To avoid common challenges of recruitment, such as rushing into a recruitment process, and failing to provide proper job or personal specifications, Van Dijk (2008:389) recommended sourcing talent from a variety of fields internally or externally. Instead, an organisation should recruit candidates who can build capacity in others and select the best candidate employees.

The selection phase, according to Ngobeni (2010:31), was the process of selecting the most qualified candidate for a position within the organisation from a pool of candidates. Armstrong (2003:192), on the other hand, emphasized that selection was an element of the talent acquisition process that involved selecting the right person for the job. The process of selecting a suitable candidate to appoint is called selection (Van der Westhuizen et al., 2011:233). The evaluation of competences and skills, job criteria, and the organisation's internal and external environment in order to establish a good fit between the applicant and the institution form part of the selection process. The selection procedure aims to discover the right individual for the job, one who possesses the necessary competencies, skills, talents, and attitude. This is true for each post in any local government organisation, in that development goals will not be met unless the correct people are hired. According to Garg (2013:13), the selection procedure comprised examinations, interviews, and background checks, all of which were important to the aims of government departments. Factors to be

considered include the number and length of interviews, the aspects to be covered during each interview session, the preparation relevant to each stage and how to improve the interview techniques of those selecting the candidates (Danford, 2014:4).

### **2.12.3 Onboarding and induction**

The literature reviewed shows that orientation and induction are processes used interchangeably in research, although referring to the same processes (Warnich et al., 2015:233). Screuder and Coetzee (2011:314) defined orientation as a process that involved familiarising new employees with the organisation, their jobs, workplace, and most importantly, the policies and work procedures that made up the organisation. During this process, new employees learn the behaviours and attitudes that are deemed important for assuming new roles in the organisation.

According to Bradt and Vonnegut (2009:46), induction involved accommodation and assimilation through immersing the new appointees into the organisational culture, processes, systems and methods. If performed correctly, effective induction has the potential to reduce costs, lower labour turnover, and improve employment relations (Van Hoek, 2014:111). Screuder and Coetzee (2011:31) further explained that if orientation was successfully conducted, it could help reduce employee turnover and assist employees in gaining a positive approach towards training and development.

Furthermore, orientation can encourage employees by helping to build good business relationships between new employees, co-workers and their supervisors. A properly conducted induction programme does not only have organisational benefits, but also have significant direct benefits for the employee. Screuder and Coetzee (2011:315) outlined guidelines for effective orientation and induction programmes.

These guidelines include the need for a clear and well-planned orientation programme. The appointment of a mentor for each new employee, and communication of the progress made during the new employee's first six months in the organisation. However, not all induction programmes are successful and not all yield positive results. There are several reasons for

that. According to Banfield and Kay (2014:111), poor induction programmes could be caused by not having enough time to conduct induction programmes, as well as a lack of responsibilities.

#### **2.12.4 Retention**

Staff retention not only entails attracting talented individuals through effective recruitment processes, but also keeping those who are deemed critical to the organisation (Vermeulen, 2007:274). The diversity of career paths and the alignment of strategic departmental goals mean there are different ways of retaining personnel. Some of these are suitable financial rewards and challenging and interesting jobs. The relationships in the workplace must be healthy and staff should be allowed the opportunity to be developed and trained for personal growth. The provision of child care facilities make working conditions more attractive, and access to lifestyle benefits like gym facilities and health care also attract and retain staff (Vermeulen, 2007:417).

Kahn and Louw (2010:182) argued that public institutions should provide possibilities for bright people to stay, because it makes no sense to identify, attract, and develop talented employees just to lose them. Talented employees will leave institutions that are unable to stimulate them by giving them hard jobs or fresh challenges. Benefits that are appropriate for the institution's aims will go a long way toward keeping key staff. A healthy work environment is critical for maintaining employees and developing a competent and talented pool of employees, according to the Information Guide on Staff Retention (DPSA, 2006). The retention of staff, as defined by the Employment Equity Act of 1998 (Act 55 of 1998), is a procedure that employs a variety of strategies to ensure that human capital with valuable skills (in high demand in a scarce critical profession or from designated groups) does not leave a public sector institution.

The implementation of a performance management system is closely linked to an organisation's employee retention. It is recommended that a compensation package clearly articulate expectations of performance, skill requirements, experience, and behaviour (Van der Westhuizen, 2016:121). This system should be designed to drive top performance at

every skills level within the organisation. It is further recommended that compensation and benefits support the organisation's overall goals, not just in recruiting and retention, but also in organisational performance, which is known as the HR scorecard (Van der Westhuizen, 2016:144).

### **2.12.5 Performance management**

Oehley (2007:30) stated that performance management systems could be used to identify highly gifted persons with potential and build development plans for them. The development needs of talented people can be analysed using performance management systems in order to maximize the effectiveness of development efforts (Walter, 1995:45). According to Ulrich and Smallwood (2011:1), once personnel received the requisite training, they would be expected to work toward the public sector agencies' defined goals and objectives. Vlădescu (2012:10) held the view that top leadership must not neglect the element of performance management, as it was closely related to talent management.

The elements of performance management, according to Garg (2013:15), included regularly creating goals, conducting performance evaluations, and giving individuals feedback. Fitzgerald (2014:9) agreed that performance management was a continuous and continuing process for communicating and clarifying the employee's job tasks, performance objectives, and priorities in order to optimise the employee's performance in line with the organisation's strategic goals.

According to Turner and Kalman (2014:17), performance management was concerned with clarifying the employee's performance expectations and standards and providing tools for measuring performance. In fact, performance management is a foundation for talent management initiatives (Saadat & Eskandari, 2016:34). Performance assessment is one of the sub-processes for performance management. The system hinges on assessing and evaluating the performance of employees against a predetermined performance standard (Altinöz, Çakiroğlu & Çöp, 2013:16). The developmental element received great attention in performance management systems. For instance, a survey done by Tansley (2011:38)

showed that 58 percent of the participants stated that their performance management process was based on employee development opportunities.

However, in order for talent management to flourish, organisations must have a strong performance management culture (Aibieyi & Henry, 2015:78). Schiemann (2012:13) stated that poor implementation of performance management could also strain the relationship between supervisor and employees, disengage employees, and lower employee morale. The report on the roundtable discussion on the implementation of performance management in the South African public service conducted by the PSC in 2014 revealed that performance was not properly managed, which lead to grievances. The report indicated that performance review was done haphazardly, and incentive overshadowed the management of actual performance. A study by Makhuzeni and Barkhuizen (2015:6) in municipalities in the North West Province of South Africa found that performance management was poorly applied, and participants were totally unhappy about it. This may result in employees looking for jobs outside the organisation and the employer may not have enough employees to fill opening vacancies.

It can, therefore, be concluded that there should be proper team alignment, i.e. workers should be assigned work according to their capacity and a superior should be appointed to note their work. There should be pay equity among all employees, and when the performance of employees improved, they should be paid accordingly and vice versa. Again, an expert management team should judge the performance of employees. A good performance system not only helps the management, but also the organisation, because both have the advantage of development.

#### **2.12.6 Learning and development**

Human resource development (HRD) intends to integrate training and development with career development to improve individual, group, and organisational growth in the public sector, according to Pillay (2008:309). Traditional or functional development, which is based on departmental requirements; innovative HRD, which includes job enrichment strategies, continuous training and education, and performance management systems based on

performance planning; and ad hoc development, which is based on departmental change or employees changing jobs or individuals seeking change and progress.

Vermeulen (2007:417) said that public institutions should use the following methods as management and leadership development processes to contribute to successful talent management:

- A needs assessment conducted to identify specific leadership competencies;
- Mentorship, coaching, and regular feedback regarding leadership or management development;
- Other individual leadership and management development initiatives; and
- A commitment by the Public Service to develop leadership and management skills.

Furthermore, Vermeulen (2007:418) identified nine characteristics that distinguished best practices in talent development. These included staff development as a key component of the institution's talent strategy; emphasis on institutional growth; well-defined staff know-how and qualities; persistence in recruiting; well-developed career designers; enthusiasm for training; and demanding performance managers. Management coaching and mentoring were viewed as particularly serious.

Because staff competencies are not static, Kahn and Louw (2010:181) argued that public institutions should constantly build new competencies and capacities to satisfy their business goals. This necessitates talent development, which is a strategy for increasing the pool of skilled individuals capable of achieving a public institution's objectives. Continually developing talent, according to Kahn and Louw (2010:182), was a way to expand the pool of competent employees capable of achieving the institution's developmental and service delivery goals. To fulfil service delivery difficulties, public sector organisations must consistently train and develop new capacities and competencies of their human capital.

The development of human capital and optimum use of staff are important factors in any institution. Development incorporates the assessment of personality and abilities, formal

education, job experiences, and relationships to help prepare human capital for the future (Nel et al., 2011:359).

Additionally, talented individuals should be nurtured through training and development activities, among other things. Dorasamy (2014:189) confirmed that identifying organisational and individual competencies, as well as the core competencies required in the institution, particularly for senior roles, were critical to establishing a talent management training system. In training and development programmes, self-improvement, study aid, job rotation, job enrichment, and coaching and mentoring should all be incorporated.

To help build talent, employers should consider the following (Dorasamy, 2014:192):

- All professional development initiatives should be related to the institution's strategic objectives.
- Professional development initiatives should be aligned to the employee's career aspirations.
- The roles of managers and employees regarding professional development must be specified.
- Required competencies that need to be developed should be determined.
- On-the-job competency development should be promoted.
- Various programmes should be devised to support employee personal development.

Learning objectives define the types of skills, talents, knowledge, aptitudes, interests, and motives that influence performance now and in the future (Hayes, 2009:125). Employees must develop certain traits referred to as learning objectives to achieve talent criteria (Buthelezi, 2010:13). In the majority of cases, organisations limit development to training only. However, development is a broad phrase that encompasses not only training, but also other factors (Ulrich and Smallwood, 2011:56). Padmashree (2012:60) argued that high potential individuals should be provided with the opportunity to improve their strong points and their overall job performance. Such programmes may incorporate various instruments of development based on the needs of the organisation (Padmashree, 2012:60).

To formulate an effective development programme, the talent requirements of the organisation need to be identified. Hunt (2014:252) stated that talent requirements were the things that employees were expected to perform in the future, but which they might not be able to do in the present. As a result, learning objectives are concerned with the capabilities and competencies that employees must gain, whereas talent requirements go further to specify why employees needed these qualities (Hunt, 2014:252).

### **2.12.7 Leadership development**

The process of guiding and directing personnel in such a way that organisational and individual goals are met is referred to as leadership. Leadership development is essential in the talent management process since an organisation can only progress if it has a good leader (Iman, Brant & Dooley, 2008:17). When an employee achieves the status of leader, it indicates that they possess the necessary abilities, traits, knowledge, creativity, and innovation. To put it another way, they are capable employees. Organisations should make an effort to produce such leaders and keep them within the organisation.

Leaders should be a constant source of inspiration. Even if they are self-motivated, leaders should be regarded as exceptional employees, with higher salary, participation in decision-making, and opportunities for personal development, among other things. The faster an organisation's leadership develops, the faster the organisation will progress. However, an organisation should ensure that all employees have equal opportunities for advancement. There should be no bias (Charan et al., 2011:11). According to Charan et al. (2011:3), finding effective leaders with the necessary competencies was becoming more challenging. Factors like cumulative experience and talents, the ability to learn new skills, and the willingness to take on more difficult and larger tasks all influence an individual's ability to grow. Frost (2015:1) stated that showing dedication to internal employee development fosters loyalty, improves performance, and motivates people to stay with their organisation.

### **2.12.8 Compensation**

Compensation is the monetary reward that employees receive for their work in the organisation (Van der Westhuizen, 2016:212). Wages and salaries, incentives, fringe benefits, perquisites, and non-monetary benefits are all included in compensation. Every employee should be compensated based on their credentials, characteristics, talents, and performance in the organisation. When deciding on compensation, organisations should keep the following guidelines in mind (Van der Westhuizen, 2016:214):

- Establish a pay for work performance culture.
- Ensure employee acceptance.
- Ensure line of sight.
- Set high but achievable performance standards.
- Establish clearly defined and accepted performance standards.
- Ensure a simple and understandable design.
- Provide flexibility and review.
- Ensure effective administration.

Employee compensation should be equitable. Lower compensation for some and higher compensation for other employees will create dissatisfaction among the employees. Therefore, organisations should set up an equitable and consistent compensation system (Van der Westhuizen, 2016:142). Performance appraisal systems are widely used to determine the compensation of employees. A committee from different disciplines should decide compensation to ensure objectivity. Although monetary compensation is seen as the best option to attract and retain talented employees to and in an organisation, it is advisable to explore non-monetary rewards as well. Research has shown that the right rewards will ensure optimal performance and keep a strong workforce in place.

### **2.12.9 Succession planning**

According to Vermeulen (2007:280), succession planning connected the institution's vision to individual careers or career planning by anticipating the readiness of high-potential

individuals; facilitating discussion at the senior management level to prepare and develop high-potential managers at lower levels; and providing a talent balance sheet to aid in the development of high-potential managers to fill senior positions in the future. Another factor that HR managers must consider when it comes to talent management is the average age of the workforce. The knowledge and skills that an institution's ageing personnel represents will be lost if such knowledge and skills are not appropriately transferred to employees who have the capacity to fill gaps in the institution.

According to PALAMA (2009:106-107), a brain drain and a loss of knowledge occurred when older individuals left an organisation. Talent management and succession plans should foresee this loss and ensure knowledge transfer (PALAMA, 2009:106-107). Succession planning, therefore, necessitates a thorough examination of the skills and competences required at each level of an organisation to guarantee that high-potential managers are created, and knowledge is transferred to them in preparation for future needs. The goal of succession management, according to Haid (2012:447), was not to replace individuals in their existing jobs, but to develop future talent from inside the organisation to be ready to assume a position at any time.

Dorasamy (2014:188) proposed that succession planning management should integrate people management with institutional strategic planning processes, ensuring that potential replacements and future placements were well-prepared. Therefore, a succession plan should incorporate future development planning for high-potential employees while they are still in junior positions, as this may help HR managers anticipate future requirements for top or executive jobs as needed skills change (Dorasamy, 2014:188). Public entities should use internal succession planning to cultivate talent. As a result, strong performers must be identified and nurtured in order to be redeployed if a senior management person leaves abruptly.

Because succession planning should be done while future managers are still in lower-level roles, it is seen as a proactive method. It tries to minimize extended gaps that could disrupt an organisation's function and production when a senior employee quits and a replacement must be recruited (Dorasamy, 2014:188).

Organisations can use succession management as one of their talent management strategies to guarantee that they have the appropriate people in the right location at the right time (Kuraman, 2015:436). According to Newhall (2015:3), many organisations were not proactive in ensuring that succession management mechanisms were in place, but rather waited until it was too late to start planning, especially when a key employee intended to depart. Bhatia (2015:5) believed that in order to accomplish this, relevant persons must be groomed in order to gain the required skills and competencies to be able to assume senior positions when needed. Organisations that have trained and nurtured personnel to be successors are less likely to go through a period of financial hardship, which is common when an external person appointed in a new job gets to know the company (Hunt, 2014:65).

Succession planning is generally needed for the key positions in an organisation. Through succession planning, organisations can assure a steady flow of internal talent to fill critical vacancies. This will encourage 'hiring from within' and the creation of an environment where employees have careers rather than just the jobs. Hiring from inside encourages employees to stay loyal to the organisation while also doing very well in order to be recognized as talent (Bhatia, 2015:6). It also ensures that the organisation's activities will continue and that its employees will be better qualified. Diverse talent pools are identified and divided through succession planning, and various leadership models are developed for the promotion of personnel who are more beneficial to the organisation. Finally, employees will receive better supervision and direction as they are developed in accordance with the organisation's policies and well-established strategies.

### **2.13 TALENT MANAGEMENT PRACTICES WITHIN MUNICIPALITIES**

According to a study by Barkhuizen (2014:2229), talent management methods in the public sector were not receiving enough attention, as these practices were poorly implemented in the towns under review in the study. Furthermore, the Auditor-General (2017:1460) concluded that municipalities must create an environment that promoted administrative stability and allowed the best talent and professionals to flourish in order to promote effective and efficient service delivery and give effect to the constitutional requirements of developmental local government.

### **2.13.1 Attraction, recruitment and selection process in municipalities**

According to Vermeulen (2007:416), the recruitment process should follow HR planning, which included strategies for attracting, selecting, and hiring the right individuals to fill the gaps identified throughout the planning process. Attraction, recruiting, and selection are continual processes in municipalities (Thornhill & Cloete, 2014:154). As a result, it is critical that the local council ensures that mechanisms to prevent nepotism, intimidation, and political involvement are in place. Despite the fact that many studies, such as the research by Van der Waldt et al. (2018:209), find that the best candidate should be appointed for the advertised position, the reality was that political interference often prevented the appointment of the right candidate, with the right competencies, skills, and qualifications, in the right position. According to Krige (2018:1), Mossel Bay Municipality appointed 180 permanent workers without completing proper procedures, instead following orders from "above". This has resulted in a monthly salary budget increase of R10 million. This demonstrates that the Municipality does not take the appointment of smart, capable, and knowledgeable personnel with potential who are necessary to meet the organisation's service delivery needs seriously.

### **2.13.2 The development and retention of employees in municipalities**

Opportunities for growth, development, coaching, mentoring, and career pathing should all be included in retention strategies for bright personnel (Vermeulen, 2007:418). According to Bwowe (2015:180-181), the lack of adequate talent management strategies to recruit and retain personnel was evident in the poor execution of retention strategies in selected municipalities and excessive job turnover. Terrible employment circumstances, poor working conditions, political meddling, a lack of career options, and even employees' personal debt issues all contributed to the high turnover rate. It is the responsibility of a municipality's human resource manager to ensure that a holistic approach to talent attraction and retention is implemented in order to attract skills that are in short supply in most towns (Bwowe, 2015:18-20).

### **2.13.3 The capacity of municipalities to implement talent management**

According to Bwowe (2015:66), the state of municipalities revealed that there was a general lack of competence to push talent management reforms in municipalities. Ongoing vacancies and volatility in important posts, as well as inadequate sanctions for poor performance and violations, contributed to minimal progress in municipal audit outcomes, according to the Auditor-General Report on Local Government Audit Outcomes for 2015/2016 (2017:100). Poor record-keeping methods, as well as insufficient systems and processes for recording information about actual performance, caused problems too.

According to the study by Barkhuizen (2014:2229), local government institutions lacked the required strategic focus when it came to using talent management strategies in the workplace. Younger employees were targeted for talent retention, whereas talented, competent, and experienced older personnel were overlooked. Inadequate talent management procedures also led to increasing employee working hours, which contributed to poor individual performance and overall poor performance by municipalities (Barkhuizen, 2014:2229). Municipalities, therefore, must do more to create and implement proper HRM and talent management strategies to attract, hire, select, develop, and retain talented personnel. As stated earlier, political involvement, unfortunately, also remain a major stumbling factor in the adoption of talent management in South African municipalities.

Little has been written specifically about talent management in local government. Few studies have been done, particularly in South Africa, to investigate the application of talent management in the public sector (both at national and provincial government level), and particularly in municipalities. In 2008, a study on talent management as a strategic tool for retaining human capital in national and provincial government agencies was undertaken by Van Dijk (2008:385). In 2010, another study considered talent management in the South African public service for a high-performing work environment (Kahn & Louw, 2010:177). Another study published by Van Rooyen and Whittle in 2011 looked at talent management as a critical component of leadership development in the public sector (2011:1039). These studies focused on the function of talent management in the effective development of national and provincial leadership cadres.

However, in 2009, the Cape Town Metropolitan Municipality conducted a study on the adoption of talent management in local government (Koketso & Rust, 2012:2221). According to this study, challenges in that Municipality included the retention of key talent; the development of a talent management approach to enable attracting and retaining key talent; the working environment making it difficult to implement talent management effectively; and management and unions not agreeing on issues related to talent management (Koketso & Rust, 2012:2231). Those issues were pertinent to this study, since it focused on Mossel Bay Municipality's challenges in implementing a talent management framework.

According to a survey conducted by SALGA in 2010, local government HR procedures were disorganised and lacked uniformity in practically all functional areas of human resources (SALGA, 2010:57). Despite the fact that a study by Barkhuizen (2014:2223) found that talent management, or the management of skilled and competent staff, was critical to South African local government institutions (municipalities included), it also found that talent management practices were poorly applied in the selected municipalities.

According to Qhibi (2017:5), a study on leadership and talent development was done in Mbombela Municipality with a focus on leadership and talent development in the Municipality rather than the development and execution of talent management policies in municipalities (Qhibi, 2017:5). Bwowe (2015:267) conducted research to develop strategies to improve talent management in selected South African municipalities. This study discovered that talent management was poorly integrated into HRM practices throughout the municipalities studied, and there was a significant lack of management commitment to talent management in local government (Bwowe, 2015:213). The findings of the limited available studies on talent management practices in the municipalities stated above were taken into consideration in this study, since no previous studies on talent management practices and strategies in the Mangaung Metropolitan Municipality had been done.

## **2.14 CENTRAL THEORETICAL ARGUMENTS**

### **2.14.1 Teleological vantage points of talent management**

Teleology can be described as an ethical perspective that contends the rightness or wrongness of actions that is solely based on the goodness or impurity of their consequences (Dilts & Delozier, 2000:23). Furthermore, teleology is the doctrine that final causes exist and the study of the evidences of design or purpose in nature. They continue to claim that teleology illustrates that purpose and design are a part of or are apparent in nature. The study provides scientific arguments to explicate the purpose (teleology) of talent management. In view of the existing problems being experienced in Mossel Bay Municipality discussed above, it is necessary to establish the purpose and/or final causes of talent management to be able to attract, train, develop and retain talented and suitably skilled employees in Mossel Bay Municipality.

### **2.14.2 Ontological vantage points of talent management**

Ontology focuses on the nature of reality, which can be learned and interpreted (Basit, 2010:23; David & Sutton, 2011:56; Ormston et al., 2014:16). The interpretation is based on the individual's view or opinion about the reality in the world in which he/she lives. The research design starts by considering the ontological position which deals with the fundamental nature of existence, and for which there is no right or wrong answer as different people view topics differently depending on their role, values set or background – “the map is not the territory” (Dilts & Delozier, 2000:24). The researcher filters for preferences in his world according to his metaprogrammes (Dilts & Delozier, 2000:25), which are derived from guiding principles and belief systems, motives and constraints, which in turn decide the events to be noticed and the events to be ignored, the evidence to be collected and the evidence to be set aside in building an argument.

It is this researcher's belief that it will be possible to determine whether talent management is integrated and whether it aids in staff retention by conducting a study in Mossel Bay Municipality through interviews with senior and middle managers. The basis for this is the

belief that these personnel have sufficient experience to identify potential impediments to talent management integration and implementation.

### **2.14.3 Epistemological vantage points of talent management**

Epistemology is concerned with how we come to know and learn about the world's reality (Dilts & Delozier, 2000:23). Epistemology also looks into the reality of people's beliefs and assumptions, as well as how they construct and interpret the phenomenon under investigation (Dilts & Delozier, 2000:23). The study's epistemological assumption is to interpret the participants' perceptions about talent management ideas and whether integrating them will help employee retention in the local government realm (Dilts & Delozier, 2000:23). As a result, an interpretivist paradigm is used. The interpretivism paradigm, according to Tracy (2013:15), assumes that reality and knowledge are the consequence of an individual's perspective and may be formed and reproduced through communication and interaction (Dilts & Delozier, 2000:23). Through personal interaction by means of individual interviews with senior managers and middle managers employed in the fields of talent management and HRM, valuable information will be provided that can be analysed and interpreted to understand whether talent management are and/or should be integrated in the local sphere of government to support employee recruitment, selection, development, motivation and retention.

### **2.14.4 Methodological vantage points of talent management**

The methodological assumption is concerned with the adequacy of the research methodology, data gathering procedures, and analysis techniques used in a study (Creswell, 2014:24; Eriksson & Kovalainen, 2015:35). This study's methodological foundation is qualitative, explanatory, and descriptive research. The following are the research study's assumptions:

- That using a qualitative research approach allows the researcher to acquire a better knowledge of many perspectives, determine how talent management may be

integrated, and determine why employees are leaving the municipality (Jennings, 2012:10);

- That an explanatory research approach is appropriate to the study to explain the effective integration of talent management in relation to the retention of staff; and
- That personal interviews and a document analysis as research instruments ultimately enable the researcher to collect sufficient evidence of the application of talent management and the possible integration thereof.

In consideration of the study's theoretical vantage point, the theoretical framework includes a review of the following theories: organisational support theory and human relations theory, which are discussed and briefly explicated below.

## **2.15 ORGANISATIONAL SUPPORT THEORY**

Organisational support theory investigates employee reactions concerning the way in which the organisation values talented employees' contributions and takes care of their wellbeing (Eisenberger et al., 1990:14). Eisenberger et al. (1990) further introduced cognitive dissonance theory, which stated that employees who had not been regarded as talented might cope with this idea by de-emphasising the importance of being a member of a talent pool. Additionally, equity theory suggests that if employees know about the talent status of their colleagues, this situation could be regarded as a variable in order to discover employees' attitudinal reactions (as cited in Björkman, 2013:195-214).

Perceived organisational support (POS) meets the employee's socio-emotional needs, contributing to identification with the organisation, affective commitment (Kurtessis, 2017:45), and positive affect (Caesens, 2016:116). The principle of reciprocity from the social exchange theory also explains the positive consequences of POS. If employees feel supported, they are likely to return the appreciation by showing good performance, which in turn raises the expectation to be rewarded for it (Kurtessis, 2017:45). Factors that influence perceptions of organisational support are supervisor behaviour, the quality of relationship between the employee and the organisation, and human resource practices (Kurtessis, 2017:46). A supervisor acts as the representative of the organisation, and for

this reason, supportive supervisor behaviour is a good predictor of organisational behaviour. The quality of the relationship is also an important factor influencing POS. It is proposed that the psychological contract between the organisation and the employee moderates the relationship between favourable or unfavourable treatment and POS. Establishing a supportive organisational environment is a valuable investment for employers. Research has shown that POS is positively linked to employee engagement and well-being (Caesens, 2016:117) and negatively related to burnout. It is, therefore, valuable for organisations to implement support structures to achieve desirable outcomes such as well-being in employees.

Five principles from organisational support theory provide unique insights on how to get the most from HR strategies designed to treat employees well:

- *Convey the voluntary aspects of favourable treatment and involuntary aspects of unfavourable treatment:* Organisational support theory holds that the greatest impact on employees' favourable relationship with the organisation is provided by good treatment of employees that is viewed as the organisation's voluntary choice, leading to a high level of organisational support.
- *Enlist representatives of the organisation to spread support:* Representatives of the organisation (e.g., supervisors, co-workers, recruiters) are often viewed by employees as key agents of the organisation, so their actions and words have a broader impact on employees' views of the organisation than perhaps one would guess.
- *Be sincere:* Compliments constitute implicit promises of future favourable actions that, if not enacted, lead to lack of trust and lowered organisational support.
- *Tailor supportive treatment to cultural norms:* What employees find most supportive (e.g., individual vs. group rewards) depends on national culture.
- *Convey organisational competence to give credibility to support provided:* Supportive treatment by an organisation that is perceived by employees as effective at reaching its goals or in day-to-day operations has a greater influence on organisational support (Kim, Eisenberger, & Baik, 2016).

## **2.16 HUMAN RELATIONS THEORY**

Human relations theory developed as a response to Taylorism. Rejecting the biological and mechanistic approaches of Taylor's "scientific management", the human relations theory proposed the implementation of methods of dealing with employees as socio-psychological beings. The use of empirical data on employee satisfaction with labour and the influence of collective demands and of the psychological climate in work groups on labour productivity spurred attempts to develop a programme to harmonise the relations of different groups and individuals in order to bring about maximum efficiency in the operation of the organisation as a whole (Chad, 2017:12).

New technology and the automation and mechanisation of production processes placed in the forefront the task of training workers capable of continual improvement of work habits. Moreover, it was determined that sweatshop methods of increasing worker productivity were ineffective (Perry, 2017:12). The practical needs of capitalist production encouraged the study of important problems within the framework of the human relations theory. Such problems included factors fostering a positive or negative attitude toward labour and the influence of the work group on the individual; the effectiveness of forms and methods of supervision; and the improvement of conditions for work, relaxation, and leisure (Chad, 2017:12).

### **2.16.1 The main characteristics of human relations**

The main characteristics of human relations are as follows:

- Human relations are an important process through which an individual's attitude and work are integrated with a view to achieving a willing cooperation on their part in the achievement of the interests of an organisation.
- Members of the organisation contribute their bit to get individual and group satisfaction.
- The satisfaction desired by employees may be economic, social and psychological.
- Human relations in an organisation are a process of improving motivation by proper

working condition, training programmes, timely payment of wages and incentives etc.

- Human relations are an integrated approach derived from different disciplines such as psychology, sociology, economics and management.
- Human relations are all pervasive; they are required in business and non-business organisations, small and large organisations, and at all levels.
- Human relations are a continuous activity.
- Human relations are a goal-oriented and focused approach.

### **2.16.2 Objectives of human relations theory**

The objectives of the human relations theory are:

- To improve productivity of employees.
- To remove grievance of employees.
- To achieve organisation goal.
- To improve goodwill of organisation.
- To provide fair, acceptable and efficient leadership.
- To provide an opportunity for expression and voice management.

### **2.16.3 Principles of human relations theory as part of talent management**

The principles of the human relations theory as part of talent management are:

- Man requires to fulfil his capacity to develop skills in a mature and productive manner.
- Man is self-motivated/self-controlled and motivated by social needs.
- Man is threatened & pressured by externally imposed incentives.
- The need for recognition and sense of belonging are very important.
- Peer group pressure has more influence than management controls.
- Man seeks to satisfy personal needs & objectives within the organisation.

## **2.17 CONCLUSION**

This chapter attended to the definitions of talent and talent management, the different approaches to talent management, the different dimensions of talent management, the

challenges of talent management within municipalities, the facets of talent management as well as the central theoretical arguments.

In Chapter 3, a review of the relevant legislation, policies and frameworks for talent management in the local government sphere is provided. As talent management falls under the ambit of human resource management (HRM), specific HRM legislation, policies and frameworks relevant to talent management are reviewed. Chapter 3 also considers the legislation and policies relevant to the local government sphere in itself and where applicable to this study.

## **CHAPTER 3: THEORETICAL CONTEXT FOR STATUTORY AND REGULATORY FRAMEWORK FOR TALENT MANAGEMENT IN THE LOCAL SPHERE OF GOVERNMENT**

### **3.1 INTRODUCTION**

Chapter 3 reviews the relevant South African legislation, policies and frameworks for talent management in the local government sphere. With talent management falling under the ambit of HRM, specific HRM legislation, policies and frameworks relevant to talent management are reviewed as well. This chapter also attends to the legislation and policies relevant to local government and applicable to this study.

### **3.2 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996 (ACT 108 OF 1996)**

Section 195, Subsection (1) of the Constitution sets out the ideals for public administration, which were to be governed by democratic values and principles. These include the following:

- A high standard of professional ethics to be promoted and maintained in the public sector.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated.

As can be seen from the above, Section 195 of the Constitution establishes the underlying values and principles regulating public administration in South Africa, which have an impact on all employers' human resources practices (HRP). As a result, Mossel Bay Municipality's HRP processes are likewise bound by the provisions of Section 195 of the Constitution. Section 195, Subsection 1 (Republic of South Africa, 1996). Human resource management methods, particularly talent management, should be designed to encourage the efficient,

cost-effective, and effective use of human resources. Human resource managers, according to Lues (2016:249), should ensure that employees' tasks and accountability are explicit, and that individual performance and accountability are measured against particular duties.

### **3.3 WHITE PAPER ON LOCAL GOVERNMENT (1998)**

The principle of provision of quality products, accountability, financial sustainability and value for money can be seen as pillars of an effective talent management system that is capable of ensuring successful attraction and retention of the best talent in the local government environment.

This study is convinced that the principles as advocated by the White Paper on Local Government (1998) create a demand for a municipal administration that needs to look beyond the traditional human resources functions in order to ensure an effective and a sustainable service delivery system to the communities. Provision of quality products, value for money and sustainability of service delivery require a reliable, committed, loyal and a satisfied workforce which can only be acquired, sustained and retained through effective talent management strategies and practices.

### **3.4 LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT, 2000 (ACT 32 OF 2000)**

The aim of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) is to ensure that services delivered by local government are well received by the community and that employees in local government have the necessary skills and abilities to implement the strategic development plans. It further sets a comprehensive framework that seeks to deal with the following major aspects: interpretation; legal nature of municipalities and their internal relationships; municipal functions and powers; community participation; integrated development planning; performance management; local public administration and human resources; municipal services; credit control and debt collection; provincial and national monitoring and standard setting and legal matters (Greyer, 2007:27-28). The Act provides

much of the policy guidelines and stipulations that can be effectively utilised by municipalities to manage their talent.

Regulation 27(3) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 and 2014 (Performance Regulations) stipulates that:

“personal growth and development needs identified during any performance interview discussion must be documented in a personal development plan as well as the actions agreed to and implementation must take place within set time frames.”

Thus, the performance regulations may be utilised for the purpose of talent management to ensure that the talents of senior managers are developed beyond what is expected from them in terms of the legally required qualifications. This way, senior managers experience a greater level of satisfaction and interest in their job and will remain with the municipality.

In addition, in recent years, talent management has been highlighted as the greatest challenge for HRM departments in all local municipalities. Mossel Bay competes globally in attracting and retaining engineers, nurses, planners and a range of other skilled employees. The upgrading of skills and the investment in staff development must be a priority if the municipality wishes to keep up to date with advances in technology, increased competition for skills, and adapt to the complexity of jobs.

There are two ways to ensure that the municipality attracts and retains the right talent: the first is to bring talent in from outside, and the second is to grow talent internally. While bringing in external talent is a very important component to organisational continuity, growing and retaining an organisation's own talent is more reliable (Mossel Bay Municipality's HRM Plan, 2018:15). The reason is specifically that you know your internal employees and therefore you are able to build better capacity and create sustainable career paths.

### **3.5 MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (ACT 56 OF 2003)**

In terms of Sections 83 (1), 107 and 119 of the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA), the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007 as well as in the Municipal Minimum Competency Amendment issued via Government Gazette No 41996, dated 26 October 2018, which must be read in conjunction with the Regulation.

### **3.6 EMPLOYMENT EQUITY ACT, 1998 (ACT 55 OF 1998)**

Grobler (2011:90) stated that:

“The Employment Equity Act (no. 55 of 1998) aims to achieve equity in the workplace by promoting equal opportunities and fair treatment in employment through the elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups (Africans, coloureds, Asians, women and people with disabilities) to ensure that their equitable representation in all occupational categories and levels in the workplace”.

The goal of Section 2 of the Employment Equality Act, 1998 (Act 55 of 1998) is to create employment equity by ensuring equal opportunities and fair employment by prohibiting unfair and discriminatory activities. Second, the Act attempted to put affirmative action policies in place by assuring equal representation in all occupational categories and levels of the workforce, as well as redressing employment disadvantages previously suffered by designated groups. According to Thornhill and Cloete (2014:147), the Act was responsible for the establishment of the Commission for Employment Equity and stipulated that an employer may not discriminate against an employee on the basis of disability, race, sex,

pregnancy, marital status, ethnic or social origin, sexual orientation, culture, language, opinion, or religion.

According to Swanepoel (2011:165), the goal of equality was to provide opportunities to members of certain groups who were underrepresented or absent from specific fields of employment. A programme aimed at establishing equal opportunity similarly tried to correct historical injustices, but it differs from affirmative action in the way in which it is carried out to achieve its ultimate goal.

As a result, employment equity focuses on two areas: ensuring that employers implement initiatives to promote organisational transformation in order to speed up the promotion of historically disadvantaged individuals and groups; and ensuring that employers implement initiatives to promote organisational transformation in order to speed up the promotion of historically disadvantaged individuals and groups. The goal of affirmative action is to overcome the effects of previous prejudice and propel South Africans toward equitable job prospects. Affirmative action, according to Cheminais (1998:233), promoted equal opportunity in the workplace. Employers must conduct procedures targeted at attaining employment equity, according to the Employment Equity Act of 1998 (Grobler, 2011:91).

Talent management programmes, according to Dubrin and Ireland (1993:545), were a good approach for an organisation to fulfil its affirmative action commitments. It is difficult for formerly disadvantaged people to rise into higher positions without a coordinated talent management program. To achieve equity and redress, an organisation's HRM practices must be thorough and take into account all legal requirements.

### **3.7 THE SKILLS DEVELOPMENT ACT, 1998 (ACT 97 OF 1998)**

The purpose of the Skills Development Act, 1998 (Act 97 of 1998) is to improve the quality of life and future employment possibilities for South Africa's workforce. It also aims to emphasise the value of on-the-job training and education as a way to ensure that existing employees obtain new skills and new employees gain useful practical work experience.

The goal of the Act is to improve the South African workforce's skills and productivity in the workplace, as well as the competitiveness of government institutions. It comprises the minimum standards for eliminating all racial and gender-based discrimination (Lues, 2016:249).

The Skills Development Act of 1998, according to Lues (2016:249), focused primarily on human resource development features such as assessing job circumstances, capacity building, career development, employee assistance programmes, and performance management systems. It also provides a national framework for developing and implementing national, sectoral, and workplace strategies to develop and improve people's skills in the South African workplace (Van der Waldt et al., 2014:185).

Mossel Bay Municipality's HRM initiatives are strongly impacted by the provisions of the Skills Development Act, 1998, which notably address issues of redress as well as on-the-job training and education. The Act is part of the national legislative framework, and it always defines how the municipality deals with particular HRM issues.

The Labour Relations Act of 1995, Section 1(2), encourages fair labour practices in the public sector by defining the right to freedom of association, organisational rights, unjust dismissal, unfair labour practices, strikes and lockouts, and the responsibility that come with them. Except for the National Defence Force, the National Intelligence Agency, and the South African Secret Service, this Act applies to all public sector personnel.

Its purpose is:

“to give effect to: the constitutional right to fair labour practices; regulating the organisational rights of trade unions; regulate collective bargaining in the workplace and at sectoral level; regulate the right to strike; and the resources to lockout in conformity with the constitutional requirements, promote employee participation in decision-making through the establishment of workplace forums; provide simple procedures for the resolution of labour disputes through statutory conciliation, mediation and arbitration and through independent alternative

dispute resolution services for that purpose; establish the Labour Court and Appeal Court as superior courts and provide for a simplified procedure for the registration of trade unions and employer organisations; provide for their regulation to ensure democratic practices and proper financial control; the public international law obligations of the republic relating to labour relations; and provide for incidental matters.”

According to Roman (2011:43), the Labour Relations Act of 1995 was necessary for the maintenance of good working relationships among all employees and is a contributor to improved levels of performance. In the private and governmental sectors, it is a regulator of both individual and collective rights of employers and employees.

### **3.8 BASIC CONDITIONS OF EMPLOYMENT ACT, 1997 (ACT 75 OF 1997)**

The Basic Conditions of Employment Act, 1997 (Act 75 of 1997) governs South Africa's basic employment conditions, which must comply with the International Labour Organisation. The goal is to promote economic and social growth by regulating the right to fair labour practices, as well as establishing, enforcing, and regulating numerous essential work standards.

It also ensures that the Republic's duties as a member of the International Labour Organisation are met. Except for the South African National Defence Force and the National Intelligence Agency, this Act applies to all employees in South Africa.

### **3.9 LEGISLATION AFFECTING HUMAN RESOURCE PROJECT PLANNING IN MOSSEL BAY MUNICIPALITY**

Several pieces of legislation have an impact on the the Municipality's Human Resources practices (HRP) in one way or another. These laws are aimed at fostering a human resource climate that benefits both the business and the employee. The table below summarises the legislation relevant to the Municipality's HRP initiatives in a simple and concise manner. The law listed in this table has a continuous impact on Mossel Bay Municipality's HRP environment and is critical to the Municipality's HRP strategy.

### **3.9.1 Recruitment and Selection Policy (Staffing) of Mossel Bay Municipality**

The Municipality's Recruitment and Selection Policy (Staffing) serves two main purposes: it is an integral part of the Municipality's HRP processes in terms of filling actual positions, and it ensures that the municipality complies with its legal obligations regarding employment equity and affirmative action. Briefly, the policy's goals are as follows:

- Providing guidelines for the appointment of candidates to the Municipality;
- Establishing principles and procedures to ensure that the Municipality complies with legislative demands in terms of employment equity and affirmative action;
- Detailing the procedural steps for advertising vacant posts, selecting applicants for interviews, conducting interviews, and appointing candidates to the Municipality (Mossel Bay, 2018:2).

Apart from the policy's implementation in terms of recruiting and selection, such as identifying vacancies, advertising positions, and the assessment process, section 3 explains how the policy aims to embed employment equity and affirmative action concepts in the Municipality. The Municipality's Recruitment and Selection Policy states that equal opportunity in the workplace would be fostered by eliminating unfair discrimination in any of its employment policies or practices, in accordance with the Employment Equity Act of 1998. Furthermore, the policy stipulates that any form of employee harassment will not be accepted and will be the subject of disciplinary action against the employee involved.

In order for Mossel Bay Municipality to achieve employment equity, affirmative action measures must be implemented, allowing people from previously disadvantaged groups, such as black people (Africans, Coloured, and Indians), women, and people with disabilities, to benefit from equal employment opportunities, resulting in fair representation across occupations in the Municipality's staff complement.

The Recruitment and Selection Policy (Staffing) is a crucial document that officials in charge of human resource management at Mossel Bay Municipality consider. It not only serves as the foundation for the recruitment and selection process, but it also influences the

municipality's activities in the areas of employment equity and affirmative action. Because of these factors, this policy is critical to the Municipality's HRP operations.

### **3.9.2 Employment Equity Policy for Mossel Bay Municipality**

As evidenced by its Employment Equity Policy, the Municipality takes employment equity seriously. The policy's goal is to achieve equity and redress through the implementation of affirmative action measures. The specified groups, namely black people (Africans, Coloureds, and Indians), women, and people with disabilities, are the focus of this restitution. The policy also aims to ensure that the South African people are fairly represented in the Municipality's employees.

The Municipality strives to:

- Forbid and eliminate unfair discrimination and harassment among employees;
- Encourage diversity, equality, and dignity for all employees;
- Promote equitable representation of designated groups at all levels of the organisation;
- Take reasonable needs of designated groups and individuals into account;
- Promote change by implementing appropriate policies and procedures.
- Meet best-practice benchmarks for employment equity; and
- Initiate forums needed to promote employment equity, diversity and disability awareness and interventions in the work environment. (Mossel Bay Municipality, 2019:3).

In many ways, the municipality strives to establish forums to promote employment equity, diversity, and disability awareness, as well as interventions in the workplace, in order to meet best-practice benchmarks for employment equity (Mossel Bay Municipality, 2019:3).

According to Mossel Bay Municipality's Employment Equity Policy, affirmative action initiatives are aimed at ensuring that equitable representation of designated groups becomes a reality and is maintained, as well as establishing an organisational culture that treats every employee and job applicant fairly (Mossel Bay Municipality, 2019:8).

Furthermore, the affirmative action measures listed in the Employment Equity Policy speak to affirmative action in much the same way as the measures listed in the Municipalities Recruitment and Selection Policy, although in slightly more detail.

Furthermore, the affirmative action measures specified in the Employment Equity Policy are similar to the ones listed in the Municipalities Recruitment and Selection Policy, but they go into a little more detail. The Municipality's Employment Equity Policy is a clear expression of the organisation's commitment to the concepts of equity and restitution. It serves as the cornerstone for the Municipality's employment equity attitude, which is embodied in the Municipality's Employment Equity Plan.

### **3.9.3 Employment Equity Plan for Mossel Bay Municipality: 2019 – 2024**

The Municipality's Employment Equity Plan was written with the goal of attaining multiple goals at the same time. These goals are as follows:

- Developing an organisational culture aimed at sustaining the employment equity process;
- Developing fair representation across designations in the Municipality;
- Identifying potential from designated groups with the goal of providing them with necessary up-skilling and training programs;
- Providing one or a mixture of the following interventions, as needed, to the targeted groups – mentoring, coaching, career and succession planning;
- Ensuring legitimate stakeholder consultation;
- Ensuring proper monitoring and evaluation of the EE Plan (Mossel Bay Municipality, 2019:4).

Furthermore, the Municipality's Employment Equity Plan (2019-2024) emphasises that the plan's objectives must be supported by the entire organisation in order to be realised. The current hurdles to employment equity will be steadily dismantled in this manner, and future targets will be met. Support for the strategy will also result in the promotion of diversity and disability management inside the organisation, as well as ensuring that employees learn

the skills they need to compete for growth within the organisation (Mossel Bay Municipality, 2019:4).

### **3.10 GOVERNMENT BODIES THAT SUPPORT THE IMPLEMENTATION OF THE ABOVE-MENTIONED LEGISLATION**

#### **3.10.1 Local Government Sector Education and Training Authority (LGSETA)**

The LGSETA was established in 2000. The LGSETA caters for the training and development requirements of South African municipalities. This LGSETA is mandated to implement the skills development initiatives and programmes, which cover the training and development of local government employees, those who are unemployed, traditional leaders, as well as ward councillors to elevate local communities through basic service delivery. Informed by municipal Workplace Skills Plan, the LGSETA is obligated to develop a Sector Skills Plan, which alerts the SETAs to be informed about their sector, the changes that are happening in the sector, and the type of skills and abilities that are needed to support its growth. Depending on the needs of particular municipalities, the LGSETA must also develop learnerships and skills programmes (SALGA, 2007/2008b:29). The mandate of the LGSETA, to put it simply, is to forge skills development in municipalities.

The objectives of the LGSETA are to:

- Facilitate leadership, education, skills development and training strategies to promote the competence and efficacy in basic social services delivery, good governance and administration, financial management, project management and the ethics of public servants in municipalities and water institutions in line with the principles of Batho Pele;
- Support creation of jobs and the eradication of poverty and the promotion of Tourism and small businesses; and
- Ensure the all stakeholders participate in planning and implementation of Sector Skills Plan (LGSETA, 2005:1).

### **3.10.2 South African Local Government Association (SALGA)**

SALGA was formed in terms of the Organised Local Government Act, No 52 of 1997 to function as a national and provincial representative of the local sphere of government. According to SALGA (2009:148), the role of the association as employer was central to HRD in Local Government. It has to build and monitor the capacity needed by human resources in order to deliver effective municipal services and promote a developmental state. SALGA is tasked with the following activities that it has to deliver in municipalities:

- Local Government strategy development for their human resources;
- Skills auditing;
- Strategy development for human resource in Local Government;
- The development of a system for performance management for local municipalities;
- Training on resolution of conflict;
- Creating partnerships with HEIs to ensure that municipalities get involved in training and development programs like project management, leadership, financial management; and
- Implementing capacity building programmes to make municipal councillors and officials.

### **3.10.3 The National School of Government (NSG)**

The National School of Government (NSG), formerly known as PALAMA, is an organisation that was established with the objective of contributing to the solutions to the issues of uneven performance within public service. It was launched officially in the year 2013 with the aim of addressing the need to have functional state machinery to deliver both theoretical and practical approaches to Public Administration and management. According to Levan, Fashgba and MacMahon, (2016:216), the main purpose was to create an effective and efficient public service through providing relevant training and development programmes to the members of the public service. At the launch of NSG, former Public and Administration Minister Lindiwe Sisulu, stated that “the responsibility to deliver the development and

learning for public officials is something that cannot and should not be outsourced hence the establishment of the NSG.”

The National Development Plan (NDP) outlined the set of issues causing poor performance in the public service and they included instability in leadership, inappropriate staffing and skills deficits. The NSG aims to integrate experience and lessons learned from the past to address current public service skills issues. It provides concrete, client oriented, organisational development interventions leading to optimum performance and delivery of services.

### **3.11 CONCLUSION**

Chapter 3 sought to provide a review of specific HRM legislation, policies and frameworks relevant to talent management in the local sphere of government. The following was discussed:

- The Constitution of the Republic of South Africa (Act 108 of 1996);
- White paper on local government (1998) & Batho Pele White Paper (1997);
- Local Government Municipal Systems, 2000 (Act 32 of 2000);
- Employment Equity Act, 1998 (Act 55 of 1998);
- The Skills Development Act, 1998 (Act 97 of 1998);
- The Labour Relations Act, 1995 (Act 66 of 1995);
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Legislation affecting human resource project planning in Mossel Bay Municipality; and
- Government bodies that support the implementation of the above-mentioned legislation.

Chapter 4 describes the methodology of the study and data generation.

## CHAPTER 4: RESEARCH METHODOLOGY

### 4.1 INTRODUCTION

The study adopted a multidisciplinary theoretical evaluation of current literature in the disciplines of talent management, public management, organisational design, and human resource management. The choice of one municipality promotes a case study design, since it provides for an analysis of specific circumstances. The information analysed in a case study scenario, according to Rule and Vaughn (2011:3), offered a body of evidence that supported conclusions drawn from conditions under examination. The case study allows the study to investigate a broad issue surrounding talent management methods and provide data and outcomes based on a specific case.

According to Rule and Vaughn (2011:4), a case study design was “a specific example of something that belongs to a larger category of instances”. This decision to choose only one municipality is further supported by the fact that this Municipality is one of 257 in South Africa that are classed according to the number of the people served within their boundaries. This is in conformity with the criteria for being recognised as a municipality, which include infrastructural needs, integrated development in rural and urban areas, and integrated systems as described in the Municipal Structures Act of South Africa, 1998.

This chapter presents the methodology that was used to address the objectives of the study. The chapter starts by explaining the research process model used in the study, covering the research philosophy, research design, research methods, target population and sampling strategies. The chapter concludes with an investigation of the validity, reliability and ethical considerations to which this research and its associated methodology adhered. The methodology section presents the approach the study took to deal with the research problem, research questions and objectives of the study.

Following from the problem statement and research questions, the study had the objectives indicated below and already stated in Chapter 1.

## **4.2 RESEARCH QUESTIONS**

The identified research problem was solved by answering the following research questions:

### **Primary research question**

- Why is Mossel Bay Municipality losing highly skilled staff to the open market?

### **Secondary research questions**

- What are the leading causes of losing highly skilled staff of Mossel Bay Municipality to the open job market?
- What are the philosophical and theoretical frameworks for talent management in the local sphere of government?
- What is the statutory, regulatory and legislative framework for talent management in the local sphere of government in the appointment and retention of highly skilled staff?
- What are the challenges experienced with the implementation of talent management practices in Mossel Bay Municipality to appoint and maintain highly skilled staff?
- What constructs and principles should be embedded in a strategic integrated framework for talent management for Mossel Bay Municipality to appoint and retain highly skilled staff?

## **4.3 RESEARCH OBJECTIVES**

To address the identified research problem, the study pursued the following research objectives:

### **Primary research objective**

The study strove to determine the factors contributing to Mossel Bay Municipality losing highly skilled staff to the open market.

### **Secondary research objectives**

The study addressed the following to achieve the secondary research objectives designed to:

- Determine the leading causes of losing highly skilled staff of Mossel Bay Municipality to the open job market;
- Establish the philosophical and theoretical framework for talent management in the local sphere of government;
- Clarify the statutory, regulatory and legislative framework for talent management in the local sphere of government;
- Describe the challenges experienced with the implementation of talent management practices in Mossel Bay Municipality to appoint and retain highly skilled staff and
- Develop a strategic integrated framework for talent management in Mossel Bay Municipality to appoint and retain highly skilled staff.

#### **4.4 CASE STUDY DESIGN**

Mossel Bay Municipality was chosen as a case study because it allows for an examination of specific circumstances concerning talent management in a local government municipality.

According to Rule and Vaughn (2011:3), a case study provided a body of evidence that supported findings drawn from the inquiry. The case study design allows the researcher to look into broad challenges surrounding succession planning methods and provides data and outcomes based on a specific situation.

The choice of Mossel Bay Municipality is supported by the fact that, according to Rule and Vaughn (2011:4), a case study design was " a specific example of anything that belongs to a larger group of cases." This Municipality is one of 257 in South Africa that are classified as such because of the size of the population served within its demarcated borders, and its infrastructure needs, integrated development in rural and urban areas, integrated systems, and differentiated institutional governance and service delivery practices. Human resource practices, as determined by national collective agreements, the governance roles of the Department of Cooperative Governance and the Department for the Public Service of South Africa, and relevant national labour legislation and agreements, are the commonalities that exist between local, district, and metropolitan municipalities. As a result, the findings of this

case study are applicable to all levels of local government in South Africa. Therefore, also, the outcomes exhibit some degree of generalisation and transferability to other municipal settings.

#### **4.5 POPULATION AND SAMPLING TECHNIQUES**

The population in this specific Municipality clearly triggered the consideration of sampling and sample size. The researcher intended to determine the overall population for this process and then calculate the sample selection. The complete employee complement for the Municipality is 1 040 people, covering all occupational fields from operations to senior management. The Tuned Assessment of Skills and Knowledge (TASK) job appraisal system, which is currently used in South African local government, was used to split all 1 040 employees into several occupational categories. For example, TASK level 1 denotes a general worker organisation, while TASK level 18 denotes a municipal manager structure (highest possible level in the structure).

Following conversations with important senior managers and HR managers, the researcher decided that the purposes of this study, individuals on TASK levels 14 to 18 only would be eligible to be involved in the process of assessing knowledge of talent management processes in the Municipality. Only employees at these levels had in-depth exposure to talent management frameworks, were subject to an annual business process connecting Individual Performance Management to Personal Development Planning to Career Discussions to the Workplace Skills Plan. The same group had been identified for a unique management development programme developed and implemented in the Municipality to emphasise key responsibilities.

The best sampling technique was a probability sampling approach, and more specifically, the stratified random sampling technique, following the advice of a statistician.

Babbie (2001:191) stated:

"Rather than selecting your sample from the entire population at large, you ensure that suitable numbers of elements are taken from homogeneous subgroups of that population."

The age of the workforce was chosen as a variable to establish how people's perceptions, experience, comprehension, and level of application on succession planning differed. The whole population was then divided evenly by gender, and a sample group of 19 was chosen using a stratified random sampling procedure that ensured equal representation of the various age categories.

The unstructured interview method was chosen in order to focus on observing human behaviour and behaviours in their natural surroundings, and in this case, through the eyes of the participants. This is referred to as the phenomenological interpretivist view (Babbie & Mouton, 2001:278). The key was to "create an understanding of the phenomena within an appropriate context, hence making the approach methodologically acceptable."

In view of the foregoing, unstructured interviews were chosen primarily as a method of conducting exploratory research in order to identify important variables in a given area and to comprehend the reality of participants in their natural surroundings, confirming beliefs, experiences, and convictions. Annexure D contains the unstructured interview template. Each participant was informed of the planned unstructured interview and was given information about the session's goal. This was confirmed by a personalised e-mail to each participant, followed by verbal confirmation in a one-on-one encounter with the researcher. Participants were given the opportunity to raise questions at this meeting in order to gain better understanding of the procedure. Unstructured interviews were announced to the participants.

A collection of pre-determined questions, tied to study objectives, as well as a general discussion of the themes and follow-up questions for clarification, were all part of the procedure. These questions were reminders to the researcher to ensure that all important

variables or research questions were addressed for correlation with the quantitative research results.

Participants signed a consent form acknowledging that their responses would be used for research purposes only and that their anonymity would be respected as part of the interview process. Participants were informed that they could withdraw at any time and that the findings were available for viewing if they so desired. All interviews were performed using the Microsoft Teams platform because of Covid-19 protocols. The interview was introduced by providing the researcher's introduction, confirming of the researcher's course of study, as well as the tertiary institution where his studies were completed. The consent form further stated that the Municipal Manager had given the researcher permission to conduct the research and that the staff members should be open and honest. The researcher advised that the information obtained during this procedure would be kept confidential, and that the participant could choose to continue or stop participating in the study at any time. The researcher indicated that comments needed to be recorded on a recording device (using Microsoft Teams) so that the researcher could pay attention to what was said and capture a sufficient and detailed account of what the participants had contributed. Participants had to give their permission to use the electronic recording device. The interview process/course was set for each session with a participant. Unstructured interviewing rules as provided by Welman et al. (2005:198) were adhered to.

#### **4.5.1 Compilation of recordings**

To ensure careful and systematic observations, planning of participation during the interview, and asking the right questions at the appropriate times during the interview session, the researcher drew on 26 years of experience in meeting procedures, report writing, and administrative functions in recruitment and selection interviews. With the approval of each participant, the precise notes were also recorded on an electronic recording device (using Microsoft Teams) to ensure that the researcher could refer to the correct specifics of the conversation.

#### **4.5.2 Interview platform (setting)**

The sessions were held on the Microsoft Teams virtual platform, which was conducive to the process, with any possible noise or disruptions eliminated, due to Covid-19 protocols, and the fact that the participants were mostly located in the Municipality's head office, had access to the internet, laptops, earphones and webcams.

#### **4.5.3 Self-presentation**

With a proper business attire, as required by the Municipality's dress code, the researcher presented himself as professional and serious. Because the participants had been introduced to the researcher and the research goals during previous individual orientation sessions, first impressions were not important in this instance. The researcher ensured that all participants were at ease and comfortable with the process by testing the video and microphones and ensuring that all the participants were clear on what was expected from them. His tone of voice was clear, and he used official office language.

#### **4.5.4 Protection of information (trust)**

The researcher stated that he would be candid, honest, and forthright. It was established that all the participants provided a unique perspective based on their own experience and within the context of their own organisational environment. The participants were reassured that they could express their honest sentiments and opinions without fear of being judged. They were also assured that their responses would be kept confidential, with just the most important and relevant facts used for study.

#### **4.5.5 Comprehensive feedback**

By avoiding getting too interested in the concerns raised by the participants, the researcher maintained objectivity. Before moving on to the next phase of the interview, the researcher double-checked the information provided through verbal feedback and double-checked the facts. In this case, the researcher used his talents as a professional mentor, coach, and facilitator to help maintain the flow of conversation in response to each of the questions.

#### **4.5.6 Language and cultural representation**

The participants were demographically represented as follows in terms of race and gender:

- one African male
- one African female
- three Coloured males
- four Coloured females
- three White females
- five White males
- one Indian male

The participants were demographically represented as follows in terms of language:

- two speak isiXhosa/isiZulu as their first language
- 16 speak Afrikaans as their first language
- two speak English as their first language

#### **4.5.7 Moral considerations**

Through a consent form, the researcher received the necessary authorisation from the respondents, confirming their right to privacy, protection from damage, and the ethical requirements that the researcher must follow. The sessions were stretched out across two weeks, depending on the researcher's and respondents' availability. The researcher presented several essential questions on the reality of talent management throughout each session, and the respondents would then provide examples, perceptions, experiences, thoughts, and opinions about what they saw in their particular functional area/department. Following up on such responses, additional questions were asked for clarification. Each session lasted 45–60 minutes, depending on the information provided by each respondent and the subsequent talks. The questions were not answered in any specific order, but rather served as a guide. The researcher thanked the participants for their time and the information they provided at the end of the session.

## **4.6 DATA ANALYSIS**

Since the researcher elected to do qualitative research in support of a case study research design, the data collection, editing, and analysis processes cannot be presented separately. The qualitative data was analysed using the following essential phases (Welman et al., 2005:211–217) described below to fully understand the method to reducing dimensionality.

### **4.6.1 Preparation of the recordings and notes**

This process translated the notes and recordings made during the unstructured interviews into write-ups for reading, accurate editing, commenting, and analysis.

### **4.6.2 Thematic coding the data and information**

The difficulty with qualitative data is the massive volume of data that must be managed and converted into comprehensible words. Words were turned into constructions using a colour coding system. Some of the codes were descriptive, while others were interpretive. Following the identification of the constructs, the frequency of the constructs was recorded in order to ascertain the essential deductions.

### **4.6.3 Theme spotting**

Themes are umbrella structures that the researcher usually identifies before, after, and throughout the data collection process. Themes are also clarified by going over the original "field notes" (Welman et al., 2005:211-217). Word repetitions (important words repeated by each responder and comparable key words repeated across responses), contrasting material, and missing information were all factors evaluated by the researcher. Key themes emerged as a result of colour coding and cutting key words from the texts and arranging them into construct groups. These were provided in network description format, with the researcher's important deductions discussed.

In keeping with the requirements for an unstructured interview, the researcher jotted down some crucial points and responses to questions that were important in guaranteeing that the interview would produce the results needed for the cross-correlation with the interview's

outcomes. The researcher requested that the participants in the interviews validate the responses recorded and offer support for the conclusions and deductions made at the completion of the information analysis procedure. This was verified. Mossel Bay Municipality employs all the participants.

From a gender, age and ethnic point of view, the participants were in a position to contribute from different perspectives, at different development stages in their careers as well as different backgrounds. As further reflected above, the combination of youth and experience was profound. A great mix of senior, middle, HRM and training made up the group. They could speak to various degrees of experience, decision-making and implementation of talent management.

#### **4.7 CONCLUSION**

This chapter outlined the research philosophy, research design, research methods, target population and sampling strategies. The chapter concluded with an investigation into the validity, reliability and ethical considerations that this research and its associated methodology adhered to. The chapter further outlined the approach the study took to address the research problem, research questions and research objectives. The researcher utilised unstructured interviews to gather data from the participants for analysis in this study. The next chapter assesses Mossel Bay Municipality as a case study and offers the research findings from this case.

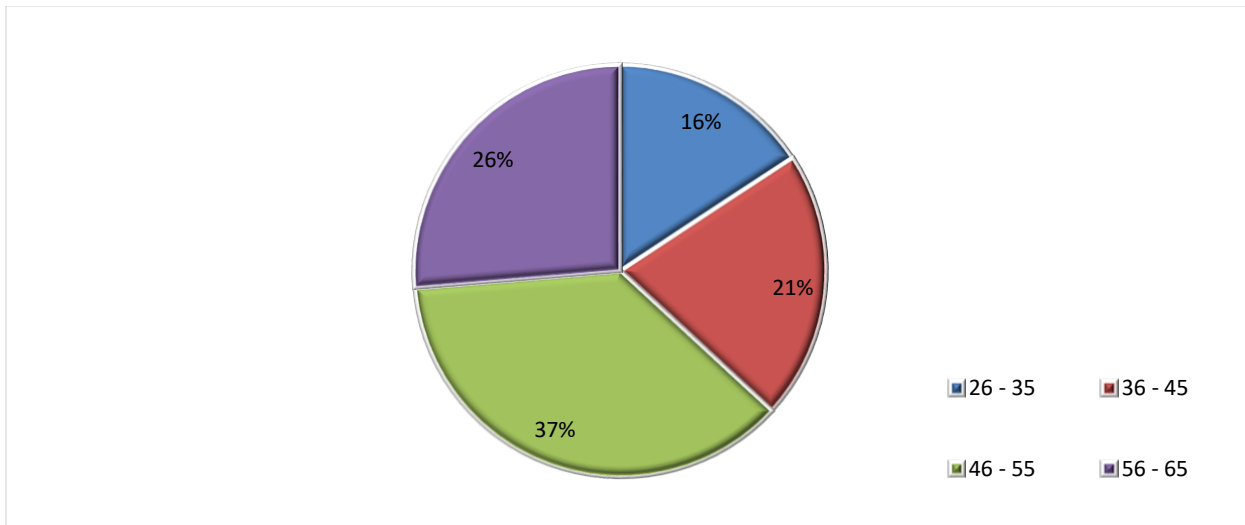
# CHAPTER 5: RESEARCH FINDINGS AND DISCUSSION OF RESULTS

## 5.1 INTRODUCTION

This chapter discusses the results and findings of the qualitative research methodology as outlined in Chapter 4. The chapter further presents and interprets the results obtained through the empirical investigation (interviews) and document analysis.

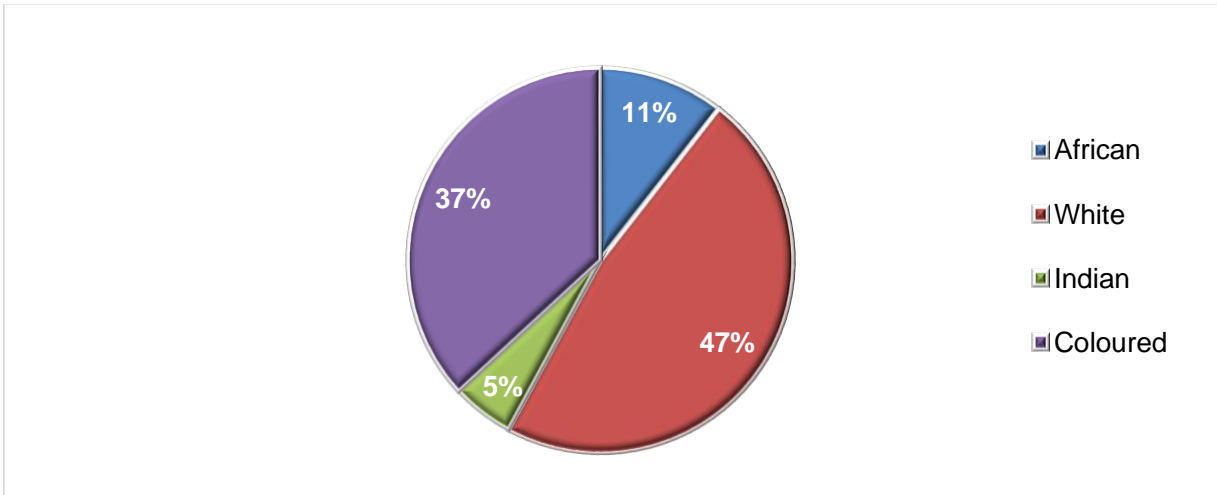
## 5.2 KEY FINDINGS BASED ON EMPIRICAL STUDY DONE AT MOSSEL BAY MUNICIPALITY

### 5.2.1 Participant profiles



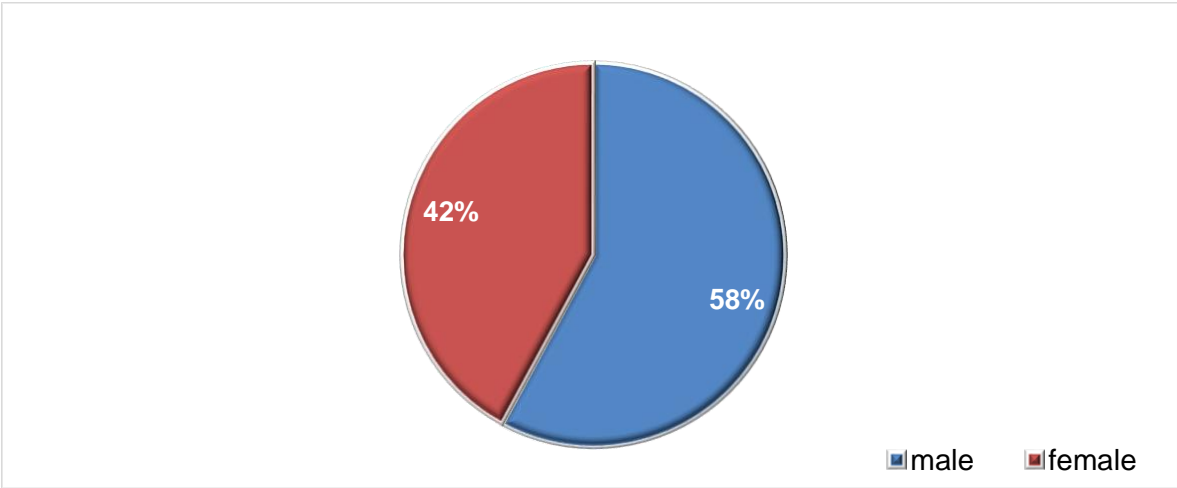
**Figure 5.1: Participants by age**

Figure 5.1 above shows the ages of the respondents. Different age groups had different perceptions of their experiences as employees of Mossel Bay Municipality and shed light on their experience with the current succession planning procedures. According to the age profile of the respondents, 37 percent were employees between the ages of 46 and 55, while 26 percent were between the ages of 56 and 65. Some 21 percent were people between the ages of 36 and 45, while the remaining 16 percent were between the ages of 26 and 35.



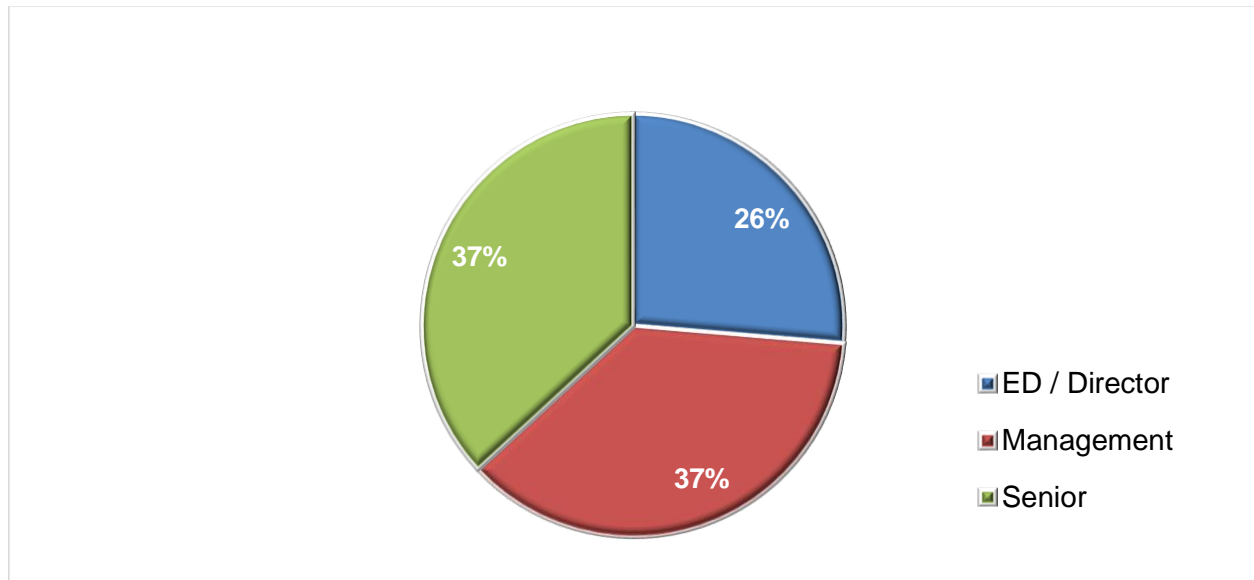
**Figure 5.2: Participants by race**

The study sought to identify how different race groups in the Municipality perceived and experienced the talent management process and its supporting mechanisms. The different racegroups are shown in Figure 5.2. The breakdown by racial group shows that 47 percent of respondents are white, 37 percent are coloured, 11 percent are African, and the remaining five percent are Indian.



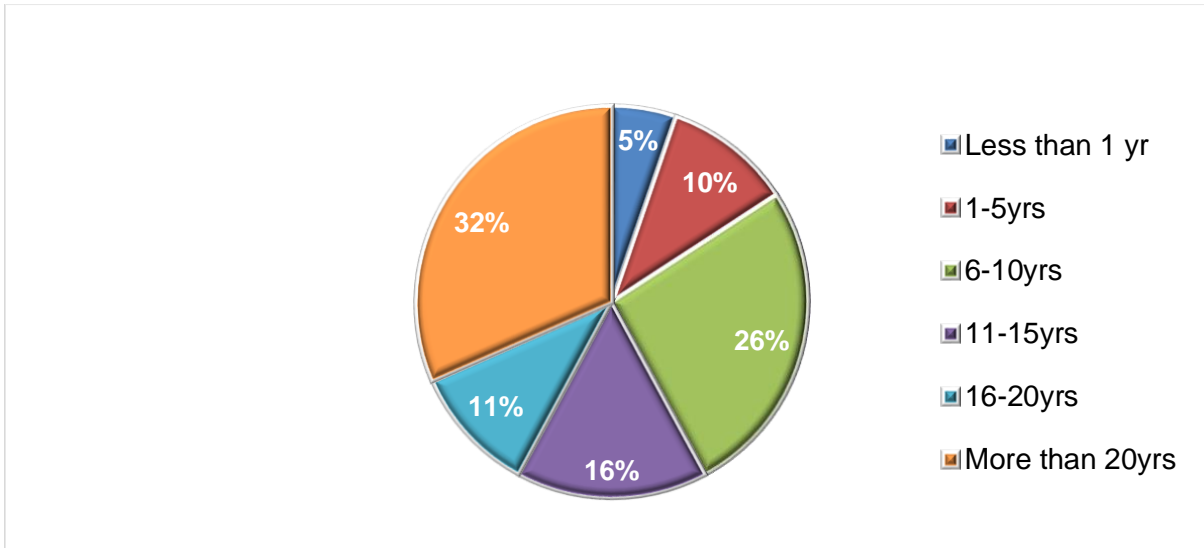
**Figure 5.3: Participants by gender**

Figure 5.3 above represents the gender of the participants, 58 percent of which were male and 42 percent, female.



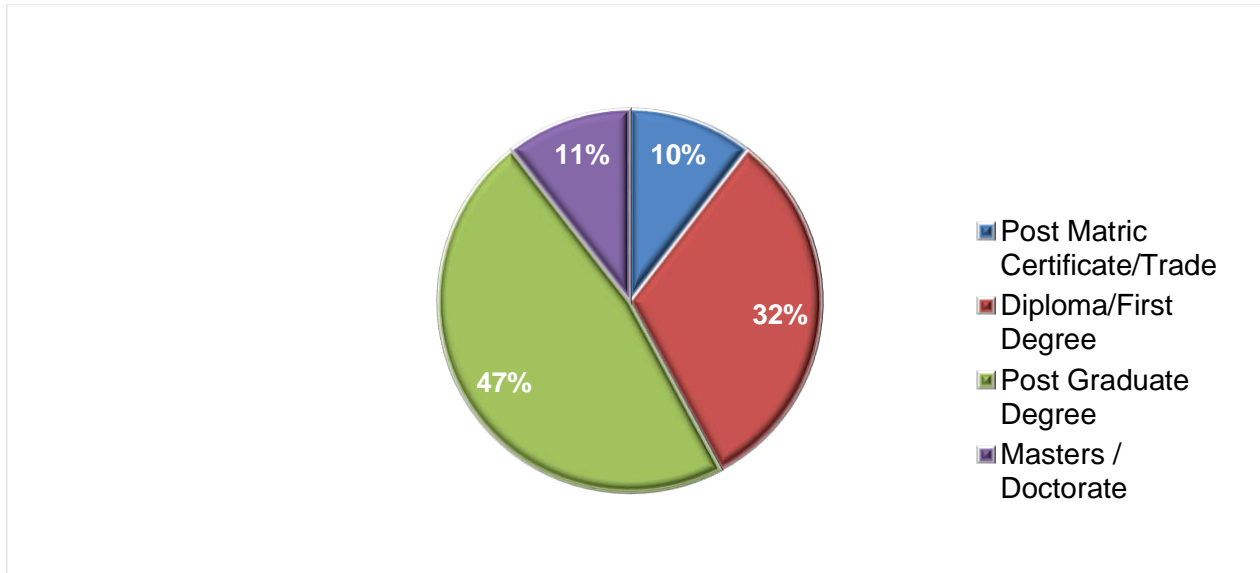
**Figure 5.4: Participants by occupational level**

Figure 5.4 shows the participants were mainly in supervisory, management or senior posts in Mossel Bay Municipality. Five directors from a total of six directorates were included in the study. Other participants came from the Corporate Services, Economic Planning & Development, and Community Safety Directorates. The researcher analysed the likely reasons for the respondents' individual responses to several key questions presented in the survey in order to determine which occupational category they belonged to. Managers and functional heads account for 37percent of the respondents, senior professionals in Human Resources account for 37 percent of the respondents, and executive directors in senior management account for 26 percent of the respondents.



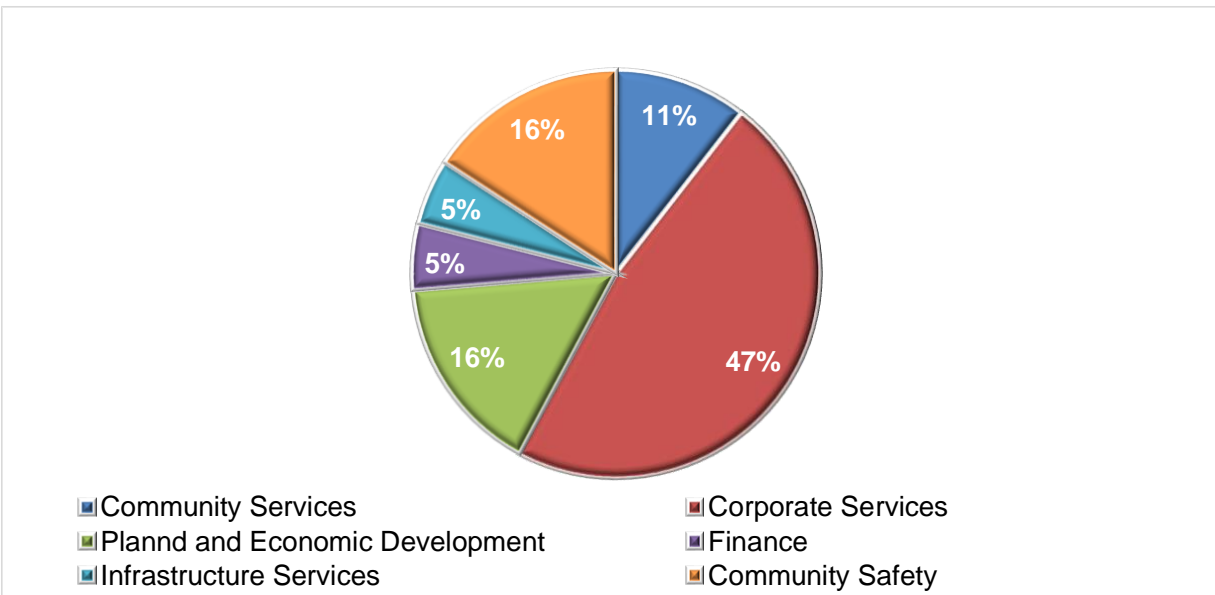
**Figure 5.5: Participants by years of service**

Based on the number of years of service in the Municipality, the study sought to establish a link between the amount of feedback and awareness of specific talent management and succession planning strategies. Number of years of services is set out in Figure 5.5, indicating that 32 percent of respondents have served in the Municipality for more than 20 years, the highest response rate in this category. This provides insight into the knowledge and experiences that these individuals may have to contribute to the study. Staff with one to five years of experience account for 10 percent of respondents, while staff with six to ten years of experience account for 16 percent of respondents. Staff with 16 to 20 years of experience account for 11 percent of respondents, staff with 11 to 15 years of experience account for 16 percent of respondents, and staff with less than one year of experience account for five percent of respondents.



**Figure 5.6: Participants by education qualification**

Figure 5.6 shows that all participants were in possession of qualifications higher than NQF Level 6, ranging from NQF Level 6 to NQF Level 9. Furthermore, Figure 5.6 clearly indicates that the majority of participants in this study, namely 47 percent, had a postgraduate degree, 32 percent had a diploma or first degree, while 11 percent had a master’s degree and 10 percent had a post matric qualification.



**Figure 5.7: Participants by work functions**

The goal of Figure 5.7 was to ascertain the respondent's functional area in order to draw further inferences about the distribution of the results across all sections of the Municipality. The bulk of responses, 47 percent, were from the Corporate Safety functional area, followed by Community Services and Planning and Development with 16 percent, the Community Services functional area with 11 percent, and Infrastructure and Finance at five percent.

**5.3 THE LEADING CAUSES OF LOSING HIGHLY SKILLED STAFF OF MOSSEL BAY MUNICIPALITY TO THE OPEN JOB MARKET**

Table 5.1 below lists the leading causes of losing highly skilled staff at Mossel Bay Municipality.

**Table 5.1: Leading causes of losing highly skilled staff at Mossel Bay Municipality**

<b>REASONS WHY PEOPLE LEAVE</b>	<b>PERSONAL REASONS WHY PEOPLE STAY</b>	<b>RETENTION STRATEGIES FOR STAFF</b>
<ul style="list-style-type: none"> <li>• No Longer have a purpose in the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Work satisfaction is important</li> </ul>	<ul style="list-style-type: none"> <li>• Good working relationships in municipality</li> </ul>
<ul style="list-style-type: none"> <li>• Relocation</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing towards society</li> </ul>	<ul style="list-style-type: none"> <li>• Retirement succession planning</li> </ul>
<ul style="list-style-type: none"> <li>• Salaries not satisfactory</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation managed well</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes in-house succession</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of recognition</li> </ul>	<ul style="list-style-type: none"> <li>• The career advancement opportunity to manage all settlements.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides job-rotation</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of appreciation.</li> </ul>	<ul style="list-style-type: none"> <li>• Incentives/salary</li> </ul>	<ul style="list-style-type: none"> <li>• Mentorship and coaching</li> </ul>
<ul style="list-style-type: none"> <li>• Too much pressure in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Treated well</li> </ul>	<ul style="list-style-type: none"> <li>• Starts work-related conversations</li> </ul>
<ul style="list-style-type: none"> <li>• Strained relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation to achieve</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes compensation benefits or compensation related benefits</li> </ul>
<ul style="list-style-type: none"> <li>• Management issues</li> </ul>	<ul style="list-style-type: none"> <li>• Great HR department</li> </ul>	<ul style="list-style-type: none"> <li>• Motivates the heads of departments and the people within the corporate services</li> </ul>
<ul style="list-style-type: none"> <li>• A person's career path</li> </ul>	<ul style="list-style-type: none"> <li>• Encouragement of leaders must be solution focused</li> </ul>	<ul style="list-style-type: none"> <li>• No exit management policy</li> </ul>
<ul style="list-style-type: none"> <li>• People that do not share that culture or cannot accept or grow into the culture of the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• The working conditions are better than other municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Has an exit interview</li> </ul>

<ul style="list-style-type: none"> <li>• No development done</li> </ul>	<ul style="list-style-type: none"> <li>• Receiving great support from leaders and directors</li> </ul>	<ul style="list-style-type: none"> <li>• Uses the performance system for that</li> </ul>
<ul style="list-style-type: none"> <li>• Salary structure</li> </ul>	<ul style="list-style-type: none"> <li>• Great support from Municipal Manager, the Mayor, the Deputy Mayor and councillors</li> </ul>	<ul style="list-style-type: none"> <li>• Creates growth opportunities for people</li> </ul>
<ul style="list-style-type: none"> <li>• If you do not conform to the processes of the policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality must find a balance between service delivery and keeping its resources happy.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates new career paths</li> </ul>
<ul style="list-style-type: none"> <li>• Financial constraints</li> </ul>		<ul style="list-style-type: none"> <li>• Opportunity to do training programmes like conflict management, people skills, management training and have interventions</li> </ul>
<ul style="list-style-type: none"> <li>• Covid-19 caused work fatigue</li> </ul>		<ul style="list-style-type: none"> <li>• Salary scales on par with the market</li> </ul>
<ul style="list-style-type: none"> <li>• Influence of the politicians in the administration</li> </ul>		
<ul style="list-style-type: none"> <li>• Promotion, getting more senior posts at another institution</li> </ul>		
<ul style="list-style-type: none"> <li>• People unhappy with the style of management</li> </ul>		
<ul style="list-style-type: none"> <li>• Retirement</li> </ul>		
<ul style="list-style-type: none"> <li>• Larger demand than supply of competent municipal officials</li> </ul>		

Table 5.1 above summarises the 19 participants' responses to 1) reasons why they thought employees left Mossel Bay Municipality; 2) why they might stay employed by Mossel Bay Municipality; and 3) strategies for keeping the staff working at the Municipality (staff retention). The majority of reasons why employees left the Municipality related to issues with management styles and career development (no development, lack of appreciation, lack of recognition, workplace pressure, management issues, lack of purpose). The second most mentioned reason ties in with monetary issues (salary structure/financial constraints).

Other reasons mentioned less related to retirement, relocation of individuals and administrative issues. On the other hand, some participants indicated that the reasons for staying with the Municipality were the good incentives and salaries. Others indicated

reasons relating to good management style (support from leaders, staff being treated well, motivation to achieve) and a sense of purpose (work satisfaction, making a contribution to society). It is thus clear that opinions relating to staff development, compensation structure, and management style in the Municipality may be subjective or not seen as equitably distributed amongst the various post levels in the Municipality.

However, responses about solutions to keep staff working at the Municipality (staff retention), clearly indicates the importance of these concepts. Mentioned in the majority of answers was a combination of elements relating to development and management style (good working relationships, growth opportunities, training programs, coaching and mentoring, job rotation, succession planning). The necessity of a talent management framework and implementing it at Mossel Bay Municipality is thus clearly highlighted by the major factors mentioned in this study thus far, namely management/leadership style in combination with development initiatives across all levels.

**5.4 PARTICIPANTS’ UNDERSTANDING OF TALENT MANAGEMENT**

Table 5.2 below indicates the various responses of participants in terms of their understanding of the concept of talent management.

**Table 5.2: Participants’ understanding of the concept of talent management**

<b>UNDERSTANDING OF TALENT MANAGEMENT</b>	<b>THEMES</b>
<ul style="list-style-type: none"> <li>• Talent management is the way I deal with talent amongst the people to improve them to the maximum. It is all about the management of the person who has the talent. Also is to identify the talent gaps. Talent is something a person has that he/she is very good in.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve people to the maximum.</li> <li>• Management of the person.</li> <li>• Identify the talent gaps.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent management will be to manage those people with potential so that they can be utilized in a specific field.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage people with potential.</li> <li>• To be utilized in a specific field.</li> </ul>
<ul style="list-style-type: none"> <li>• HR is doing all to retain its own staff making sure that they are happy, and they are growing and all of us benefit out of it by the end of the day, that’s my understanding.</li> </ul>	<ul style="list-style-type: none"> <li>• HR function.</li> <li>• People are happy and growing.</li> <li>• Integrated function.</li> <li>• Interdepartmental function.</li> </ul>

<ul style="list-style-type: none"> <li>• Talent management is an integrated function because not only HR is working with employees, but all the departments and it also included management and obviously labour and whoever as well is on board so it is an integrated process and not only HR, but they are steering it.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative in nature.</li> </ul>
<ul style="list-style-type: none"> <li>• Managing and retaining skilled or talented employees by launching various mechanisms to further their careers within the organisation. Because you have identified those talented individuals so then you will work towards achieving their goals, they have also set for themselves.</li> </ul>	<ul style="list-style-type: none"> <li>• Management.</li> <li>• Retaining skills or skilled and talented employees.</li> <li>• Help them to further their career goals.</li> <li>• Assist them to achieve their goals.</li> </ul>
<ul style="list-style-type: none"> <li>• Focusing on where an organisation identify a trend and try to develop the right employees. The focus must be on the scarce and critical skills so that the organisation can meet its goals and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and develop employees</li> <li>• Focus is on scarce and critical skills</li> </ul>
<ul style="list-style-type: none"> <li>• But if you understand what the person's talents are, then you can start managing it.</li> </ul>	<ul style="list-style-type: none"> <li>• First understand talent.</li> </ul>
<ul style="list-style-type: none"> <li>• Where you want to have a group of people at your organisation to have a certain talent. You must groom and equip them and grow them into a certain post so that they have a sort of talent to grow and to do their job. By guiding and assisting somebody with talent management</li> </ul>	<ul style="list-style-type: none"> <li>• Equip, groom and grow talent.</li> <li>• Assisting them.</li> </ul>
<ul style="list-style-type: none"> <li>• How you manage your potential, whether it is in a workplace or whether it is on the sports field. How people manage the potential that you have, yes, but also how people manage, if I can call it like that, your weaker talents.</li> </ul>	<ul style="list-style-type: none"> <li>• How you manage potential.</li> </ul>
<ul style="list-style-type: none"> <li>• Steering a skill and controlling a skill in the right direction that would apply to you as an individual.</li> </ul>	<ul style="list-style-type: none"> <li>• Steering a skill in the right direction.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent management is to look at how you can evolve a person who has inherent skills, knowledge, training, and to develop that person into a certain field or direction. And then encompassing performance management, recruitment, training and the development. I know within our municipality a system of reward and recognition as well. The one is the annual performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the inherent skills of a person.</li> <li>• Municipality has systems performance management.</li> <li>• Training and development.</li> <li>• Reward and recognition.</li> <li>• Annual performance system.</li> </ul>

<ul style="list-style-type: none"> <li>• An HR process to develop employees, to motivate and also to attract people to the organisation and to make sure you have good quality employees. It also ensures the achievements of the municipality and makes employees more productive.</li> </ul>	<ul style="list-style-type: none"> <li>• HR process.</li> <li>• Motivate and attract people.</li> <li>• Ensure achievement and productivity.</li> </ul>
<ul style="list-style-type: none"> <li>• The system which we put in place in order to effect and management the skills and capabilities of the work force to me that is called a talent management. And that includes of cause to be able to attract the talent, to develop the talent and to retain the talent, so that's how I view the talent management.</li> </ul>	<ul style="list-style-type: none"> <li>• Management the skills and capabilities of people.</li> <li>• Attract and retain talent.</li> </ul>
<ul style="list-style-type: none"> <li>• That an organisation attract, develop and motivate employees who has a high level of job performance. The reason for developing and motivating will in turn aid in the retention of such employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract, develop and motivate employees.</li> <li>• Retain employees.</li> </ul>
<ul style="list-style-type: none"> <li>• To ensure that your workforce is efficient and effective. It is an ongoing process. Employment who execute good talent management can be sure of delivery of effective service to community.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure efficiency and effectiveness.</li> <li>• Ensure delivery of effective service.</li> </ul>
<ul style="list-style-type: none"> <li>• Within your Human Resources function, I would say that is a subset of activities relating to the development of people's skills, abilities, their interests as well as their careers within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource function.</li> <li>• Development of skills and careers.</li> </ul>
<ul style="list-style-type: none"> <li>• It is to ensure that there is a pool of qualified and experienced staff who can then fill posts as they open immediately in the organisation. And there's uninterrupted service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• To prepare people for posts to be filled.</li> </ul>
<ul style="list-style-type: none"> <li>• So, it is how do we then prepare the organisation and individuals for these challenges, should people leave or retire.</li> </ul>	<ul style="list-style-type: none"> <li>• To prepare people for challenges.</li> </ul>
<ul style="list-style-type: none"> <li>• Managing someone's ability, grooming it and to get the best performance out of a person.</li> </ul>	<ul style="list-style-type: none"> <li>• Management of ability.</li> <li>• Grooming people.</li> </ul>

The majority of the participants in this study were in senior posts in Mossel Bay Municipality who, therefore, have clear leadership roles in the organisation. Talent management has a broad definition involving many interlocking facets. Participants defined their understanding of talent management as indicated in Table 5.2 above. It is clear that the broader definition of talent management is understood by the participants, but that certain important aspects

have not been clearly defined. In general, they understand talent management as a process involving the management of abilities, potential, capabilities and skills. They understand its purpose is to attract, motivate and retain skilled employees and to ensure the best performance from this staff. Importantly, it is also understood that talent management should exist to ensure efficient service delivery. From participant responses, however, it is apparent that talent management is not solely the function of the HR Division in the Municipality, but that it should be an interdepartmental, collaborative function in which the HR division plays an advisory role.

**5.5 DEFINITION OF TALENT**

Table 5.3 below indicates each respondent’s definition of the term “talent”.

**Table 5.3: Defining talent**

WHAT IS TALENT	THEMES
<ul style="list-style-type: none"> <li>• It is the skills an incumbent has, the individual skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Individual skills.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent is a personal quality that one should pick up within the staff member or whatever the environment is.</li> </ul>	<ul style="list-style-type: none"> <li>• Talent is a personal quality.</li> </ul>
<ul style="list-style-type: none"> <li>• And talent is something that is a natural skill. It's something that is natural. You started and you see that it is something that you can do, and you can only develop from there by using the knowledge or go on courses to develop those skills further.</li> </ul>	<ul style="list-style-type: none"> <li>• Natural skills.</li> <li>• Development of natural skills.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent is a gift that you have and are inclined to do so ...certain people have certain talents.</li> </ul>	<ul style="list-style-type: none"> <li>• A gift you have.</li> <li>• Talents.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent is a natural skill which a person possesses. In the work environment it can be anything which one person can do better than another.</li> </ul>	<ul style="list-style-type: none"> <li>• Natural skill people possess.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent refers to people because it is only human resource that can associated with talent. Your workforce in the workplace should have knowledge, skill and qualification to do their job efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>• Refers to people.</li> <li>• Knowledge and skills.</li> </ul>
<ul style="list-style-type: none"> <li>• I think talent is more something that you have from the get-go rather than a skill is something that you practice, you become proficient in that.</li> </ul>	<ul style="list-style-type: none"> <li>• Innate ability.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent to me is a person that has got a skill or even the potential to develop a skill or even willing to develop a skill to be able to do something very well.</li> </ul>	<ul style="list-style-type: none"> <li>• Skill.</li> <li>• Potential.</li> </ul>

<ul style="list-style-type: none"> <li>• Talent is certain abilities people have to do certain tasks and then managing it from my side like from my side an example would be to take what a person is able to do and to try and get them to perform with what they have. Identify what you good at and then focus on that to build and improve on that talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Certain abilities.</li> <li>• What you are good at.</li> <li>• Identify what you are good at.</li> </ul>
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Table 5.3 shows the participants definition of the term “talent”. Some participants indicated correctly that talent is an inborn or natural ability of an individual. Some participants, however, were under the impression that “talent” and “skill” were the same concepts. The terms must be clearly defined in order to distinguish them and employees must understand what they meant for the successful implementation of a talent management framework at Mossel Bay Municipality.

**5.6 IDENTIFICATION AND SELECTION OF SKILLS**

Table 5.4 below highlights the themes participants indicated in the identification and selection of skills at Mossel Bay Municipality.

**Table 5.4: Identifying the selection skills in the workforce of Mossel Bay Municipality**

<b>THEMES</b>	
<ul style="list-style-type: none"> <li>• Identify the skills gap first.</li> <li>• Conduct annual skills gap analysis taking place.</li> </ul>	<ul style="list-style-type: none"> <li>• Having personal conversations.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify who will be trained.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting a thorough assessment of the person.</li> <li>• Identify project management skills.</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct a skills audit first.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the skills needed in the pool.</li> <li>• Provide necessary training to advance.</li> </ul>
<ul style="list-style-type: none"> <li>• Executive management conducts regular process to identify and develop.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify progression of official.</li> <li>• Create a talent pool.</li> <li>• Voluntary.</li> </ul>
<ul style="list-style-type: none"> <li>• Management processes to identify and select talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify centres of excellence in the organisation.</li> <li>• Identify well performing departments.</li> <li>• Identify people’s qualifications.</li> </ul>

<ul style="list-style-type: none"> <li>• Gap in the skills analysis for IT exists in the Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to identify skills with lower staff.</li> <li>• Engagement is key to identify skills.</li> <li>• Understand what motivates people.</li> </ul>
<ul style="list-style-type: none"> <li>• Offer skills according to SETA list.</li> <li>• SETA skills cater only for lower level skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial constrains within Municipality.</li> </ul>

From Table 5.4 above, it is evident that the general idea of the process is correct but should be more clearly defined to leaders when implementing the process. Participants indicated that the skills required within the organisation (gaps) must first be identified, before moving on to identifying talented individuals who have the necessary qualifications and/or skills to fill the gaps as identified. The absence of talent identification tool/mechanism is displayed through the data reflected in the table above. Participants in the study were tasked with the responsibility of identifying and selecting skills within the workforce of Mossel Bay Municipality as part of the talent management process. Participants were asked what they understood about the identification and selection of skills.

## 5.7 THE DEVELOPMENT OF THE TALENT POOL

Table 5.5 below classifies how participants in this study define the term “talent pool” and how to develop such a pool.

**Table 5.5: Development of a talent pool**

TALENT POOL	THEMES
<ul style="list-style-type: none"> <li>• Normally I would look at the employees because the challenge in Municipalities and certain institutions are that it is a scare skill of people with of expertise. National Treasury ± 15 years ago started with internships in finance. There is an over or under demand in certain areas. Identify what is to be expected from a certain position and compare with individuals and what is their current skills and how you will groom and equip them to grow into scare skill position.</li> </ul>	<ul style="list-style-type: none"> <li>• Scarce skills of people with expertise.</li> <li>• National Treasury started with internships.</li> <li>• Over demand in certain areas</li> <li>• Identify current skills.</li> <li>• Difficult to promote junior staff.</li> <li>• Lack of skills and expertise for a new appointment.</li> </ul>
<ul style="list-style-type: none"> <li>• Currently if you are appointed in a position and there is no movement, there is no opportunity for</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Services appointed several interns.</li> </ul>

the junior staff to be promoted. There is no willingness to get Corporate Services appoint several interns in the past and they had the opportunity to be groomed to be able to fill a position when necessary.	<ul style="list-style-type: none"> <li>• Other Directorates' buy-in slow.</li> </ul>
<ul style="list-style-type: none"> <li>• Talent pool, you've got to look at the skills, attitudes, abilities, the special knowledge that people carry. Because there's inherent knowledge. There's organisational development knowledge that people sit with.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise inherent knowledge and organisational knowledge.</li> </ul>
<ul style="list-style-type: none"> <li>• All the training needs are put in a pool but depends on the size of the budget and I think the biggest needs are addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary constraints.</li> </ul>
<ul style="list-style-type: none"> <li>• So, what they would do there, they would look for people who have very good marks. There would offer those people the bursary right or the scholarships as it was called. And then they sign those contracts to say once you finish then you're bound to work for us for about 5 years at least you know so that's how they were doing their talent management. We can go there, try and attract the talent there.</li> </ul>	<ul style="list-style-type: none"> <li>• Select students with good marks.</li> <li>• Provide scholarships and bursaries.</li> <li>• Sign contracts with students.</li> <li>• Attract students at colleges.</li> </ul>
<ul style="list-style-type: none"> <li>• I must invest in your human resource component of your organisation by training and developing them.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in the human resource component of the organisation.</li> <li>• Provide training and development.</li> </ul>

As presented in Table 5.5, participants were asked how to develop a talent pool once skills were identified and selected. Many of the responses indicated that the talent pool should be developed by means of internships and bursaries. They also said that the skills, attitudes and abilities of the current workforce should be considered, and that training and development should be provided in the pool. Identified individuals with talent in the pool should be groomed and equipped to move into scarce skills positions when required.

## 5.8 HOW SKILLS DEVELOPMENT IMPROVES TALENT MANAGEMENT

Table 5.6 highlights the participants' perceptions of how skills development leads to an improvement of talent management. It is clear that talent management exists in its most rudimentary form in certain directorates of the Municipality, but that is not fully implemented in these directorates, or not implemented at all in others. Participants were asked how skills

development would improve talent management. The most important concepts highlighted were to establish talent when a person was appointed; to identify the high performance and commitment of an employee; to provide training and development through programmes and in-house training; to motivate people with talent; and to provide coaching and mentoring to ultimately ensure readiness to fill a post when the need arose.

**Table 5.6: How skills development improves talent management**

<b>HOW SKILLS DEVELOPMENT IMPROVE TALENT MANAGEMENT</b>	<b>THEMES</b>
<ul style="list-style-type: none"> <li>When people are appointed, whether it's HR together with the manager or the supervisor of that person. If one really assesses the person in terms of what I've mentioned and establish what the talents of that person is.</li> </ul>	<ul style="list-style-type: none"> <li>Identify skills of people.</li> </ul>
<ul style="list-style-type: none"> <li>There is one thing that I have learned and that is, you must always keep your ear to the ground. There's a lot of people that's got interest in doing more than they are doing. Commitment is also one thing that we must look into and see how committed we as employees are to the Municipality.</li> <li>Through training and development, I would say, people should get the necessary training that is needed.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the issues on ground level.</li> <li>Identify excellent performance.</li> <li>Enhance personal commitment.</li> <li>Training and development are crucial.</li> </ul>
<ul style="list-style-type: none"> <li>Talent Policy in certain departments, yes, we do. But that's inherent to the department in development of staff. So that they can be capacitated to deal with each and every situation that they might encounter in the workplace itself.</li> </ul>	<ul style="list-style-type: none"> <li>Apply the talent policy in all departments.</li> <li>Have an aggressive advancement or training in department.</li> </ul>
<ul style="list-style-type: none"> <li>In our department what we have is aggressive advancement or training. So, what we do is we have a system of development where we start off with the basis of basic firefighting and then we develop the person into a firefighter one level.</li> </ul>	<ul style="list-style-type: none"> <li>Have a system of development.</li> <li>Provide in-house development and training.</li> </ul>

<ul style="list-style-type: none"> <li>• So, in essence we are developing in house and other departments take people that are developed already to be employed.</li> </ul>	
<ul style="list-style-type: none"> <li>• I think you must first of all go and see what the commonalities between those people are. Secondly, what you want to do is, you don't want to have these people stagnant. I think that's going to demotivate people who's got potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify skills commonalities within the workplace.</li> <li>• Prevent work or career stagnation.</li> </ul>
<ul style="list-style-type: none"> <li>• Identifying specific individuals who we can then place in the talent pool. And then the development of them in the training and coaching guiding and just basically ensure readiness to fill a post.</li> </ul>	<ul style="list-style-type: none"> <li>• Place people in the talent pool.</li> <li>• Provide development and training.</li> <li>• Coaching.</li> </ul>
<ul style="list-style-type: none"> <li>• Entails developing certain employees and ensuring that we nurture them so they can grow within the organisation. Yes, it does exist.</li> <li>• Has to have respect for the Batho Pele principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and nurture employees.</li> <li>• Respect Batho Pele Principles.</li> </ul>
<ul style="list-style-type: none"> <li>• In the Finance Department, talent management is evident at Mossel Bay Municipality.</li> <li>• In Finance Department we have identified building blocks for succession.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a talent management framework.</li> </ul>

## 5.9 UNDERSTANDING OF TRAINING AND DEVELOPMENT

Table 5.7 indicates participants' understanding of current training and development initiatives at Mossel Bay Municipality and their current involvement therein. From Table 5.7, it can be concluded that the majority of the participants reflected that there was awareness of training and development in the Municipality. However, it was seen solely as a function of the HR Division. Participants agreed that there was a lack of funding for proper training and development and a lack of communication regarding this aspect in the Municipality. The responses in Table 5.7 below indicate that the emphasis on training and development had not filtered through the entire organisation and that the appetite therefore resided solely in the directorate where the key performance area resided.

**Table 5.7: Understanding of training and development**

INVOLVEMENT IN TRAINING AND DEVELOPMENT	THEMES
<ul style="list-style-type: none"> <li>• Very limited.</li> </ul>	<ul style="list-style-type: none"> <li>• We have a work skills programme.</li> <li>• Forms the basis of training and development.</li> </ul>
<ul style="list-style-type: none"> <li>• My involvement is limited because I'm working with a zero budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality is doing better than the past with regards to training and development.</li> <li>• Underperformance exist due to lack of training.</li> </ul>
<ul style="list-style-type: none"> <li>• We have a skills development official.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and development exist.</li> <li>• Successful practices.</li> <li>• Annuals process to identify training needs.</li> </ul>
<ul style="list-style-type: none"> <li>• We focus on the Personal Development Plan (PDP) of the individual.</li> </ul>	<ul style="list-style-type: none"> <li>• Transferring skills to employees.</li> </ul>
<ul style="list-style-type: none"> <li>• No involvement</li> <li>• HR that comes forward with the programmes.</li> <li>• I do not actually think it's right, because I do think there's some people with skills that we can identify.</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary constraints on training and development.</li> <li>• Little money to spend on training.</li> <li>• There enough training initiatives at the Municipality.</li> <li>• Additional funding was made available.</li> </ul>
<ul style="list-style-type: none"> <li>• Works skills program exist.</li> <li>• Implemented on ground level.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete annually work skills plan.</li> <li>• Training about public sector was given.</li> </ul>
<ul style="list-style-type: none"> <li>• We have a skills plan.</li> <li>• We go beyond the skills plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding is a challenge to travel to places for training.</li> </ul>
<ul style="list-style-type: none"> <li>• Need more funding to train more people.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the skills of an employee.</li> <li>• Training section at the municipality.</li> <li>• Employees at the lowest level submit their training needs.</li> </ul>
<ul style="list-style-type: none"> <li>• Improvement of an individual's knowledge and skills.</li> <li>• Formal and informal training - coaching and mentoring on the job.</li> <li>• Policies in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Personal development started at the municipality.</li> </ul>
<ul style="list-style-type: none"> <li>• Management team is a stable structure</li> </ul>	<ul style="list-style-type: none"> <li>• To develop a person's full potential.</li> </ul>
<ul style="list-style-type: none"> <li>• There's not enough communication regarding training and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Training is available.</li> </ul>

## 5.10 PERSONAL DEVELOPMENT PLAN OF EMPLOYEES AT THE MUNICIPALITY

Table 5.8 below indicates what most participants understand about a personal development plan and whether they had such plan in place.

**Table 5.8: Define a personal development plan (PDP)**

<b>DO YOU HAVE A PDP?</b>	<b>REASONS</b>	<b>WHAT IS A PERSONAL DEVELOPMENT PLAN?</b>
No	<ul style="list-style-type: none"> <li>It is empty because of time constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Career plan.</li> </ul>
No	<ul style="list-style-type: none"> <li>Know where I want to be in 2 years, 5 years, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Development of an employee.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>I did but when I achieved my goals that was on the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Career Development roadmap.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>Every employee should be having a Personal Development Plan so that's a PDP.</li> </ul>	<ul style="list-style-type: none"> <li>Getting them to a point where they see there is other opportunities where they can move into.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>So, then you have to sit with that person and do SWOT analysis</li> </ul>	<ul style="list-style-type: none"> <li>You can either give them training or you can do the succession planning process.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>We started the process in October. We were able to generate PDPs of 90% of the officials.</li> </ul>	<ul style="list-style-type: none"> <li>Forward planning document.</li> </ul>
No	<ul style="list-style-type: none"> <li>I don't have one</li> </ul>	<ul style="list-style-type: none"> <li>A PDP is a performance designed product.</li> </ul>
No	<ul style="list-style-type: none"> <li>No, that is a shortcoming in my personal development.</li> </ul>	<ul style="list-style-type: none"> <li>A PDP is a performance designed product</li> </ul>
Yes	<ul style="list-style-type: none"> <li>Not in writing on the system as required.</li> </ul>	<ul style="list-style-type: none"> <li>So, I think in terms of our municipality that's definitely one of the gaps, but that's also one of the responsibilities of the supervisors or managers of people.</li> </ul>
No	<ul style="list-style-type: none"> <li>I did have one. But I don't have one at the moment. There are so many things in your work environment that keeps you busy.</li> </ul>	<ul style="list-style-type: none"> <li>Some of them I do know about. They are studying, upgrading themselves, getting more knowledge. There's some of them every year that enter courses.</li> </ul>
No	<ul style="list-style-type: none"> <li>I don't have one, I'm at the top of my development now.</li> </ul>	<ul style="list-style-type: none"> <li>To develop somewhere else and grow, I will go. There's nothing</li> </ul>

		you're going to do to keep me here. If I get my contract in Saudi, for example, then I'm gone.
No	<ul style="list-style-type: none"> <li>I do not have one because I don't see the need to climb the ladder at my age.</li> </ul>	<ul style="list-style-type: none"> <li>Cleaners do not have PDP's and most employees are satisfied with where they are as they did not point out where they would like to be in ten years.</li> </ul>
No	<ul style="list-style-type: none"> <li>I haven't come up with a PDP yet. Personally, I have set up a goal that after I have completed finishing with the MMC then I should be looking for another thing that is more now to my job specification.</li> </ul>	<ul style="list-style-type: none"> <li>But what we do on our monthly meetings, there's a slot there for the courses and trainings.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>I do have a PDP</li> </ul>	<ul style="list-style-type: none"> <li>Skill development document.</li> </ul>
No	<ul style="list-style-type: none"> <li>I had a Personal Development Plan years ago and reached all I planned for.</li> </ul>	<ul style="list-style-type: none"> <li>Career planning.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>It's a roadmap of the areas that you as an employee need to focus on, that will take you to your goal with regards to, in a broad sense, the person that you want to be. I do, but I think it is somewhat lacking in some senses. I do have one. My structure is limiting me.</li> </ul>	<ul style="list-style-type: none"> <li>Mossel Bay Municipality is not serious about the personal development planning process. Not at the moment. I don't think at this stage the systems in place are there to monitor it and I don't think at this stage the Human Resource capacity is there to actively look at it.</li> </ul>
No	<ul style="list-style-type: none"> <li>Not in a formal way. I think it's been a bit difficult; I came into the municipality when it was Covid.</li> </ul>	<ul style="list-style-type: none"> <li>Okay my understanding in other settings is that it should be where you would like to be so, basically your career path that you want to follow.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>My personal development plan is to retire in 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>Retirement plan.</li> </ul>
Yes	<ul style="list-style-type: none"> <li>I'm now one of the recent appointments.</li> </ul>	<ul style="list-style-type: none"> <li>A PDP is a Personal Development Plan. It is where you are in a position and you identify your strengths and weaknesses and from your weaknesses you identify certain gaps.</li> </ul>

Table 5.8 indicates participants' responses to a definition of a PDP and whether or not they had one in place at Mossel Bay Municipality. Of the 19 participants, only nine indicated that

they had a PDP in place. The other ten participants indicated that they had no PDP in place. The majority of participants who did not have PDPs in place specified that the possible reasons for the lack of a PDP were work-related time constraints; that they had already reached their goals on their previous PDPs; or that they did not wish to develop any further within the organisation.

The majority of participants (even those with PDPs in place) indicated that the initiation or monitoring of the PDP process was lacking, and that it was not a priority of Mossel Bay Municipality. There is no inherent importance placed on the individual development through the PDPs. Those that did have PDPs were compliant in nature and lacking actual career forecasting and development. The more experienced and senior participants had limited development prospects and took the perspective of having reached a ceiling. The junior participants seemed to have limited forecast due to the relative stability and, therefore, minor career advancement prospects.

**5.11 EXPERIENCES OF PERFORMANCE MANAGEMENT AT MOSSEL BAY MUNICIPALITY**

Table 5.9 indicates the participants’ definitions or understanding about the concept of performance management.

**Table 5.9: Performance management in Mossel Bay Municipality**

<b>THEMES</b>	
<ul style="list-style-type: none"> <li>• Evaluate the performance of an employee measured against what is required for the post.</li> </ul>	<ul style="list-style-type: none"> <li>• System where people have to achieve key performance indicators</li> </ul>
<ul style="list-style-type: none"> <li>• Identify people who is working hard enough</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and Reward</li> </ul>
<ul style="list-style-type: none"> <li>• Performance bonus</li> </ul>	<ul style="list-style-type: none"> <li>• Going that extra mile</li> </ul>
<ul style="list-style-type: none"> <li>• Measure the performance of others</li> </ul>	<ul style="list-style-type: none"> <li>• Talent and Skills Development must be included</li> </ul>
<ul style="list-style-type: none"> <li>• Legislative requirement</li> </ul>	<ul style="list-style-type: none"> <li>• Writing up of KPAs</li> </ul>
<ul style="list-style-type: none"> <li>• Measure the performance of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Setting goals like KPIs</li> </ul>
<ul style="list-style-type: none"> <li>• Increase productivity</li> </ul>	<ul style="list-style-type: none"> <li>• A scheduled work plan</li> </ul>

• Talent management	• Determine the Skills gaps
• Helps with talent management	• Giving the Employee a Roadmap
• Measuring certain indicators	• Track effectiveness in current task
• Effective and efficient ways of doing things	

From Table 5.9 above, it is apparent that participants to the study had a broad definition of performance management. Key terms such as skills, effectiveness, talent, key performance indicators, roadmap, and productivity, amongst others, were used. It is evident that talent management and performance management concepts are closely linked and should be integrated and aligned to encourage the healthy implementation of talent management in the Municipality.

## 5.12 LINK BETWEEN PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

Table 5.10 highlights participant responses on the link between performance management and talent management at Mossel Bay Municipality.

**Table 5.10: Link between performance management and talent management**

<b>How performance management and talent management is linked</b>
• Managers agree on certain targets.
• Aligning the employee's talent to the job requirements of the position.
• Align the PM process with the culture of the overall organisation.
• To measure certain indicators once you've successfully implemented a system.
• Measure the impact your talent management interventions have had via a performance management.
• Internally we need to get officials more positive towards PMS.
• Aligning it to talent management.
• Develop talent by identifying certain competencies of individuals.
• Set up your performance development plan.
• Ascertain whether trainees require training and development.

From Table 5.10, it is evident that participants had a clear indication of a link between performance management and talent management. Responses indicated that performance management clarified certain competencies that individuals had, or skills that they lacked in order to earmark such individuals for possible development and filling of future posts, in other words, placement in the talent pool for development.

### 5.13 DEFINING THE RECRUITMENT AND SELECTION AND INDUCTION PROCESS

Table 5.11 below indicates the various conceptualisations of the participants regarding the concepts of recruitment, selection and induction at Mossel Bay Municipality.

**Table 5.11: Recruitment, selection and induction**

<b>RECRUITMENT AND SELECTION</b>	<b>SELECTION</b>	<b>INDUCTION</b>
<ul style="list-style-type: none"> <li>Appoint people within positions and follow certain processes.</li> </ul>	<ul style="list-style-type: none"> <li>When you started the recruitment process and have to select the best candidate.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce them to our department.</li> </ul>
<ul style="list-style-type: none"> <li>The selection process does not allow for talent management.</li> </ul>	<ul style="list-style-type: none"> <li>Should be given much or more attention than the one-day thing.</li> </ul>	<ul style="list-style-type: none"> <li>Induction where we were taken through the municipal policies.</li> </ul>
<ul style="list-style-type: none"> <li>Recruitment is a process that is used to fill a position.</li> </ul>	<ul style="list-style-type: none"> <li>Selection refers to selecting the most appropriate candidate from a short list of candidates who applied for a specific vacancy.</li> </ul>	<ul style="list-style-type: none"> <li>The process of welcoming a new official to the Municipality.</li> </ul>
<ul style="list-style-type: none"> <li>Advertising that vacant post.</li> </ul>		<ul style="list-style-type: none"> <li>Onboarding is the introducing of a new official to his/her new work environment.</li> </ul>
<ul style="list-style-type: none"> <li>To get the right person to fit in the culture of the Municipality.</li> </ul>		<ul style="list-style-type: none"> <li>Transfer of information, but it is a one-way transfer of information.</li> </ul>
<ul style="list-style-type: none"> <li>Vacancies that need to be filled.</li> </ul>		<ul style="list-style-type: none"> <li>To understand the culture of the Municipality.</li> </ul>
<ul style="list-style-type: none"> <li>To ensure that the best candidate is found.</li> </ul>		<ul style="list-style-type: none"> <li>We have a well structured.</li> <li>Induction programme.</li> </ul>

From Table 5.11, it is evident that participants reflected a general understanding of the aim of recruitment and selection at Mossel Bay Municipality. However, some participants indicated that the current selection process did not link well with the concepts of talent management. Furthermore, participants were questioned about induction at the Municipality in an open-ended question, which revealed a very general understanding of what induction entailed with no sense of depth in their explanations.

**5.14 UNDERSTANDING OF RETENTION**

Table 5.12 below indicates the participants’ understanding of the term “staff retention”.

**Table 5.12: Understanding retention**

<b>THEMES</b>	
<ul style="list-style-type: none"> <li>• It means retaining.</li> </ul>	<ul style="list-style-type: none"> <li>• To make sure a person does not leave the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>• Retention is all about how you keep your</li> <li>• good employees.</li> </ul>	<ul style="list-style-type: none"> <li>• To keep staff members who are specially developed and have skills to do their work.</li> </ul>
<ul style="list-style-type: none"> <li>• Any organisation wants to hold on to what is good and valuable to him.</li> </ul>	<ul style="list-style-type: none"> <li>• To keep employees within the employ of the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>• To appoint a good candidate into a position.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive process.</li> </ul>
<ul style="list-style-type: none"> <li>• I don’t know exactly what it is.</li> </ul>	<ul style="list-style-type: none"> <li>• To keep or to hold back.</li> </ul>
<ul style="list-style-type: none"> <li>• Putting measures into place to try and keep people.</li> </ul>	<ul style="list-style-type: none"> <li>• To keep our employees intact.</li> </ul>

As part of the study of talent management at Mossel Bay Municipality, participants were asked to indicate their understanding of retention in the workplace. Some participants did not know the meaning of the term, while some did indicate an understanding that retention entailed keeping employees or keeping good employees in the Municipality. Workforce retention is a key process in the talent management framework to ensure that employees who are capable and in whom the Municipality invests will stay in the system and fill gaps as and when required.

## 5.15 UNDERSTANDING OF SUCCESSION PLANNING AND THE DRIVE FOR CAREER PATHING AT THE MUNICIPALITY

Table 5.13 below indicates the various responses of participants on their understanding of the terms “succession planning” and “career pathing”.

**Table 5.13: Succession planning and career pathing**

SUCCESSION PLANNING	CAREER PATHING
<ul style="list-style-type: none"> <li>Looking possibilities in your structures and organograms.</li> </ul>	<ul style="list-style-type: none"> <li>Assisting them opening training opportunities.</li> </ul>
<ul style="list-style-type: none"> <li>To sure that we will be able to fill a critical post.</li> </ul>	<ul style="list-style-type: none"> <li>To identify people to fill that gap.</li> </ul>
<ul style="list-style-type: none"> <li>Improving their lives.</li> </ul>	<ul style="list-style-type: none"> <li>Having a personal career development plan for every employee.</li> </ul>
<ul style="list-style-type: none"> <li>Mentoring people.</li> </ul>	<ul style="list-style-type: none"> <li>There is a career path on the system.</li> </ul>
<ul style="list-style-type: none"> <li>Reskilling and upskilling of people.</li> </ul>	<ul style="list-style-type: none"> <li>No vacancies created for people in our department.</li> </ul>
<ul style="list-style-type: none"> <li>It must be versatile.</li> </ul>	<ul style="list-style-type: none"> <li>Refers to the potential job roles within an organisation which an individual aim to fill during his/her time at the organisation (climbing the corporate ladder).</li> </ul>
<ul style="list-style-type: none"> <li>To see how to climb the organisational ladder.</li> </ul>	<ul style="list-style-type: none"> <li>Managers should also know what the employees ten-year strategic plan is.</li> </ul>
<ul style="list-style-type: none"> <li>We have a succession policy.</li> </ul>	<ul style="list-style-type: none"> <li>Succession policy must be implemented.</li> </ul>
<ul style="list-style-type: none"> <li>Little opportunity for promotion and considers leaving the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Within the finance department makes it very difficult for people or for staff to move from the one level to the next level.</li> </ul>
<ul style="list-style-type: none"> <li>Strategy of passing on leadership roles to lower level employees.</li> </ul>	<ul style="list-style-type: none"> <li>The policy is good, but the Municipality must make provision for more funds.</li> </ul>
<ul style="list-style-type: none"> <li>To see that there is a successor that can be placed in a vacant position when needed.</li> </ul>	<ul style="list-style-type: none"> <li>Moving up in a certain department.</li> </ul>
<ul style="list-style-type: none"> <li>In Mossel Bay, I don't think that is prevalent.</li> </ul>	<ul style="list-style-type: none"> <li>Implement an acting programme and a shadowing programme allows for people to see what the work entails of being a director or being a manager.</li> </ul>

<ul style="list-style-type: none"> <li>• Regulations are strict in our environment and experience is not enough.</li> </ul>	<ul style="list-style-type: none"> <li>• The internship processes are a great way.</li> </ul>
<ul style="list-style-type: none"> <li>• You can't really move very quickly in certain departments like in Finance</li> </ul>	<ul style="list-style-type: none"> <li>• There must be more initiatives to drive the process.</li> </ul>
<ul style="list-style-type: none"> <li>• There are promotion opportunities for people at Mossel Bay Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an employee satisfaction survey.</li> </ul>
<ul style="list-style-type: none"> <li>• For some promotions are so difficult in the Municipality.</li> </ul>	
<ul style="list-style-type: none"> <li>• There is not a lot of movement of staff.</li> </ul>	

From Table 5.13, it is evident that not all participants were aware of the differences and true definitions of succession planning, promotion and career pathing in Mossel Bay Municipality. Two participants indicated that succession planning entailed the ability to fill a critical post, or that a successor was be placed in a vacant post when required. With the responses received from participants in the above table, the challenge emphasized is that there is not sufficient room or opportunity for growth of employees within Mossel Bay Municipality.

## 5.16 UNDERSTANDING OF COACHING AND MENTORING

Table 5.14 indicates whether participants are aware of a Coaching and Mentoring Policy at Mossel Bay Municipality and their understanding of the terms "Coaching" and "Mentoring."

**Table 5.14: Coaching and mentoring**

<b>COACHING AND MENTORING POLICY</b>	<b>COACHING</b>	<b>MENTORING</b>
<ul style="list-style-type: none"> <li>• Uncertain about the policy.</li> </ul>	<ul style="list-style-type: none"> <li>• It comes down to service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring is more of a relationship focused form of guidance.</li> </ul>
<ul style="list-style-type: none"> <li>• I don't know.</li> </ul>	<ul style="list-style-type: none"> <li>• When a talented person is identified, and that person is guided/trained.</li> </ul>	<ul style="list-style-type: none"> <li>• To assess the status of that person and then to coach that person.</li> </ul>
<ul style="list-style-type: none"> <li>• I don't think so.</li> <li>• I haven't seen it.</li> </ul>	<ul style="list-style-type: none"> <li>• Officials are still intimidated to transfer skills to other officials.</li> </ul>	<ul style="list-style-type: none"> <li>• You should mentor your employees.</li> </ul>

<ul style="list-style-type: none"> <li>• I don't think so.</li> </ul>	<ul style="list-style-type: none"> <li>• I don't know if its implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and introduce more programmes on mentorship and coaching.</li> </ul>
<ul style="list-style-type: none"> <li>• Don't know.</li> </ul>	<ul style="list-style-type: none"> <li>• We do it informally.</li> </ul>	<ul style="list-style-type: none"> <li>• Should you also have training courses.</li> </ul>
<ul style="list-style-type: none"> <li>• We definitely need a policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Formalised by getting a logbook from a tertiary institution.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring is where a more senior employee helps a junior employee.</li> </ul>
<ul style="list-style-type: none"> <li>• Yes, I think I've seen it somewhere.</li> </ul>	<ul style="list-style-type: none"> <li>• Happens with our interns and students, but not really with new employees.</li> </ul>	
<ul style="list-style-type: none"> <li>• I'm not aware of.</li> </ul>	<ul style="list-style-type: none"> <li>• To have a shadow programme</li> </ul>	
<ul style="list-style-type: none"> <li>• We don't have a policy.</li> </ul>	<ul style="list-style-type: none"> <li>• In our department, yes, we coach and mentor.</li> </ul>	
<ul style="list-style-type: none"> <li>• Non-existent.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching is when I give my subordinates direction.</li> </ul>	
<ul style="list-style-type: none"> <li>• I don't know.</li> </ul>	<ul style="list-style-type: none"> <li>• We need formal training in coaching and mentoring.</li> </ul>	
<ul style="list-style-type: none"> <li>• I do not know.</li> </ul>	<ul style="list-style-type: none"> <li>• A process in which one-on-one learning takes place between a mentor and a mentee.</li> </ul>	
<ul style="list-style-type: none"> <li>• Informally.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance driven and focuses on improving the overall person.</li> </ul>	
<ul style="list-style-type: none"> <li>• No, I don't think Mossel Bay has one.</li> </ul>	<ul style="list-style-type: none"> <li>• I do feel that my managers or my leaders at the municipality coach me and guide me.</li> </ul>	

Table 5.14 shows when asked about coaching and mentoring at Mossel Bay Municipality, the majority of participants were not sure whether a coaching and mentoring structure was in place at the Municipality. It is evident from participant responses that a basic idea of coaching and mentoring existed, and that some directorates did implement the concept informally and to a small degree. However, it is also evident that there was no formal process in this regard in the Municipality, which is a vital aspect to the talent management process and must thus be defined and implemented accordingly.

## **5.17 CONCLUSION**

Chapter 5 dealt with Mossel Bay Municipality as a case study where a variety of participants at different job levels and from all races, gender and ages were interviewed. Participants were asked about their understanding of the concepts of talent management and talent, why employees would leave the municipality, and their understanding of succession planning, skills development, career planning and mentoring and coaching. The chapter listed and discussed the participants' responses in detail.

Chapter 6 dovetails on the recommendations as well as the talent framework proposed for Mossel Bay Municipality.

## CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

### 6.1 INTRODUCTION

This research study explored the central theme of talent management in local government and proposed a strategy by designing a talent management framework that is not limited to investing resources towards the growth of human capital only, but one that is also guided by a retention strategy. This retention strategy strives to attract skilled employees and then stem the loss of talented staff to the open labour market by taking steps to retain such talented and skilled employees. With Mossel Bay Municipality as the object and reference point of the case study, the research objective was to develop a strategic integrated talent management framework for implementation in the Municipality.

The motivation for the design of the strategic integrated talent management framework arose from the identification and analysis of the central problem statement. The basis of the study was the concern that Mossel Bay Municipality runs the risk of losing highly talented and skilled personnel due to the absence of a talent management framework. The researcher identified the risk based on his practical experience as an employee at Mossel Bay Municipality. Extensive reading and research in the field of talent management as referenced throughout this thesis complemented the researcher's work-based evidence.

To further clarify the research problem and find workable solutions to address it, the researcher developed primary and secondary research questions and objectives to generate knowledge on the subject by engaging with the views and opinions of other scholars in the field of HRM. The research questions and objectives were formulated as follows:

#### **Primary research question:**

- Why is Mossel Bay Municipality losing highly skilled staff to the open market?

### **Secondary research questions**

- What are the leading causes of highly skilled staff leaving the employ of Mossel Bay Municipality for the open job market?
- What philosophical and theoretical framework for talent management could be developed to address the flight of skilled employees at the local sphere of government?
- What is the statutory, regulatory and legislative framework for talent management required in the local sphere of government for the appointment and retention of highly skilled staff?
- What are the challenges experienced in the implementation of talent management practices in Mossel Bay Municipality for the appointment and retention of highly skilled staff?
- What constructs and practices should be embedded in a strategic integrated framework for talent management for Mossel Bay Municipality to maintain highly skilled staff?

### **Primary research objective**

- To determine the factors contributing to the loss of highly skilled staff to the open market in Mossel Bay Municipality.

### **Secondary research objectives**

- To determine the leading causes of losing highly skilled staff of Mossel Bay Municipality to the open job market.

During the employee interviews, the respondents indicated that they felt that they did not have a purpose at the Municipality anymore and that they experienced a lack of appreciation and recognition. They did not share the culture of Mossel Bay Municipality and were dissatisfied with the remuneration. They experienced no development, and there were no prospects of promotion and succession opportunities in their fields of specialisation. In addition, their superiors subjected them to extreme pressure to keep on performing their duties and functions.

- To establish the philosophical and theoretical framework for talent management in the local sphere of government.

The researcher evaluated the Organisational Support and Human Relations theory and confirmed that there are diverse definitions and processes T in the field of talent management.

- To determine the statutory, regulatory and legislative framework for talent management in the local sphere of government.

The study confirmed that the municipal employees should gain a thorough understanding of the various pieces of legislation and statutory and regulatory requirements. They must have the opportunity to discuss these and to contribute to well-considered policy considerations.

- To establish the challenges experienced with the implementation of talent management practices in Mossel Bay Municipality to sustain highly skilled staff.

The study identified the following key challenges:

- There are significant skills shortages in the information technology, finance, performance management, civil, electrical and town planning fields in Mossel Bay Municipality.
- There was evidence of incompetence amongst managers in identifying and retaining talent.
- Mossel Bay Municipality has a skills gaps as well as a mismatch between supply and demand for talent.
- The Municipality takes too long to train employees to acquire the requisite skills.
- Line managers with a negative attitude towards talent management initiatives generally complicate the retention drive in the Municipality.

- The study confirmed through the interviews and document analysis that there was a high number of disciplinary cases in the Municipality.
  - There was evidence of low morale amongst staff.
  - Inevitably, there were high costs emanating from the high employee turnover and poor employee engagement, which affected staff productivity as well.
- To develop a strategic integrated framework for talent management in Mossel Bay Municipality to sustain highly skilled staff.

A detailed strategy framework is proposed, and viable suggestions about the strategy framework were explored.

## **6.2 RECOMMENDATIONS**

The existing theoretical models, roadmaps, and frameworks for talent management are only as good as their custodians are in managing and integrating this role in an organisation (DeTuncq & Schmidt, 2013:2-3). Talent management difficulties in the workplace can only be properly identified, analysed, planned for, and managed if all stakeholders, including line managers, HRM managers, and employees, adopt and support an integrated talent management strategy. Therefore, a strategic integrated talent management framework should enable Mossel Bay Municipality to identify, develop, engage, motivate and retain talent.

Based on the findings set out in Chapter 5, which followed on the interviews with qualified staff participants from Mossel Bay Municipality on their perspectives around the development and implementation of a talent management framework, along with the philosophical and practical perspective of the researcher, a number of recommendations are proposed for Mossel Bay Municipality's consideration.

It is recommended that the Municipality:

1. Develop a talent management mind-set by equipping the senior management team with basic competencies that will allow them to coach for results, drive performance, inspire loyalty and trust, and consequently manage the diversity in the organisation.
2. Develop a strategic integrated talent management framework and use it as a guiding principle to attract, develop and retain talented human capital.
3. Develop a talent management roadmap.
4. Urgently create an employee value proposition.
5. Ensure that all employees have PDPs for development purposes. The envisaged roadmap, for example, can be designed with specific actions to hold line managers and employees accountable during the process to formulate the Workplace Skills Plan.
6. Develop a mentoring and coaching system and introduce more mentoring and coaching programmes.
7. Develop and implement a succession policy.
8. Identify talent gaps in the organisation.
9. Identify skilled staff in the organisation and create a talent pool.
10. Workshop the talent management framework and policy with all executive and middle management staff.
11. Incorporate development targets into the job descriptions and/ or performance plans of senior staff.
12. Allow for greater flexibility in the responsibilities of the Director of Corporate and Strategic Services to lobby for funding for staff development in relation to bursaries and training by targeting both the public sector as well as public-private partnerships.
13. Form a corporate team to take responsibility for the implementation of the talent management framework and policy.
14. Establish an internal talent management forum that could include external role-players at a later stage.

15. Increase accountability of employees to perform when they are nominated for training and formulate a memorandum of understanding when employees take up training and development opportunities.
16. Introduce innovative ways to achieve training objectives if funds are not available to ensure a new and different practice to support an integrated management approach.

### **6.3 THE IMPORTANCE OF AN INTEGRATED TALENT MANAGEMENT FRAMEWORK FOR MOSSEL BAY MUNICIPALITY**

The main objective of an integrated talent management framework is to ensure that the Municipality has the right people with the right skills and competencies in the right place at the right time. However, focusing purely on the recruitment and development of talent in the organisation as the vehicle to achieve organisational excellence cannot alone deliver the desired results; rather success rests on the alignment and integration of all the key components of talent management.

Attracting, growing and retaining talent is important to organisations like Mossel Bay Municipality for a number of reasons. These are:

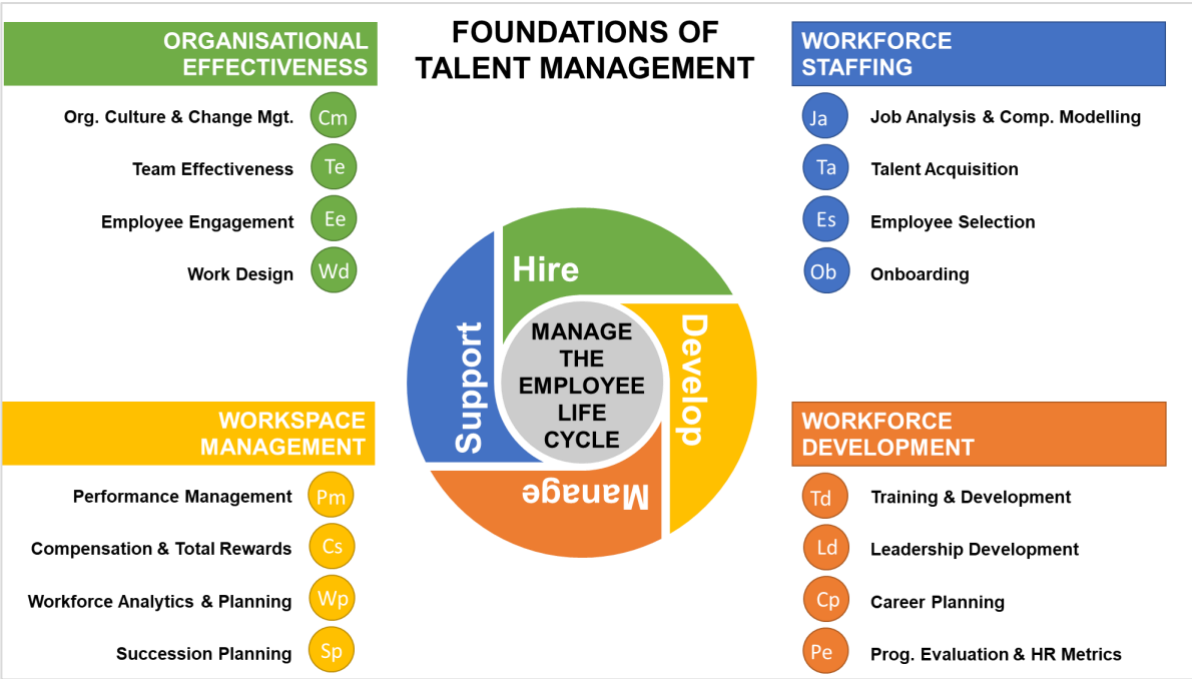
- **Acquisition of skills:** The line manager must be aware of the departmental recruitment and selection strategy that supports the drive towards attracting the right candidate for the right job at the right time and place. The attraction of the right skills to the right job is critical in ensuring success in any role. Employees must have the right qualifications, skills, knowledge, experience and competencies to successfully integrate into the new position for optimum performance. Any compromise on this will result in municipal service delivery being impeded by inefficiency and ineffectiveness.
- **Budgetary expenses:** There are considerable costs incurred in replacing someone who holds critical skills. Qualified candidates are not easily available in the marketplace. This means that agencies or search consultants are required to scout for such talent, and they are expensive. Further costs are incurred during the first three to six months of employment during which new staff are seldom fully functional. Any budget for staff development and training must be supported in line with a plan of

action (PDP) that focuses upon staff development interventions at the right level and to avoid fruitless and wasteful expenditure on training that simply does not add any value. At the same time, spending money to retain scarce skills can only be justified if the retention of the skill set is in support of sustainable service delivery.

- **Customer care:** In a service organisation, excellence relies largely on personal relationships. It demands that clients feel confident in the people providing the service and that service providers have institutional memory of client needs and issues being addressed satisfactorily. If that relationship is broken because of key talent leaving the organisation, and not all staff has a customer-centric approach, the capacity of the Municipality to provide sustainable service is severely compromised.
- **Retention of skills:** Line managers need to ensure the use and application of talent management initiatives such as staff development and training, competency based individual performance management, continuous evaluation of staff career aspirations through engagement and investment in staff recognition and reward in order to support the retention of key staff and to ensure effective and efficient service delivery. This can also include retention practices derived from HR policy in support of retaining key staff in positions classified as scarce or critical skills. Examples would be payment of scarce skills allowances, special development and training initiatives and initiating interesting projects.
- **Management of risks:** Despite every attempt to follow effective selection practices, there is always the risk that new staff may not perform as expected. While organisations select people on their competencies and experience, they fire or lose them due to lack of cultural fit. A highly competent professional who is unable to fit into the organisational culture is unlikely to be effective or remain in service for long. Line managers need to ensure they recruit the best possible fit in terms of organisational culture to avoid high turnover of staff. The realisation is that not all new staff appointed might find the dynamics and “red tape” of local government conducive for an efficacious employee-employer relationship.

- **Capacity constraints:** Managers must be aware that when managing and leading staff in their functional area, of the absence of people with suitable skills and talent is a key restraint in terms of service capacity. This manifest itself at two levels. Firstly, the municipality could soon reach a state of overload. Deadlines are missed, standards and quality of work drop, and a vicious cycle emerges and feeds on itself. Secondly, the municipality could become so consumed with meeting operational deadlines that it loses its ability to keep up to date with latest best practices, legislation or other issues demanding new skills. In this case clients soon recognise that mistakes are made due to lack of currency of skills. These are some of the more visible risks to pay attention to in ensuring the attraction, growth and retention of key talent. Beyond the visible, other manifestations of the problem arise. Staff morale declines because leadership talent is absent, and this energy drop is transferred to the client. Internal politics and protection of territory or unwillingness to share information and surface problems affect the functioning of the municipality. All of these facts affect the ability of the organisation to offer great service and take advantage of opportunities to grow.
- **Knowledge management:** The process of talent management ensures that institutional knowledge and skills are transferred in a structured format in support of the continuity of such functions and roles. Line management must complete a full analysis of the gap between staffing supply and staffing demand and clearly determine how best succession planning could be implemented to address the possible loss of institutional knowledge and skills as a result of key skills possibly exiting the organisation or in positions where senior staff is nearing retirement age.
- **Resource efficiency:** Mossel Bay Municipality continuously invests in the development and training of internal staff to privilege their mobility in the organisation. This mobility is not necessarily always vertical movement up the career ladder but also horizontal movement and utilisation to the benefit of the directorate. When directorates understand what skills, experience, competencies and knowledge reside in existing staff, they can allocate resources (staff) to projects, assignments or initiatives more optimally to the benefit of the department and thereby ensuring they meet their business objectives and SDBIP targets.

This research study used Mossel Bay Municipality as a case study to develop a strategic framework for talent management to guide the organisation in attracting, developing and retaining skilled staff in the highly competitive labour market. The research thus addressed the central challenges set out in the research questions. The proposed strategic talent management framework is summarised in Figure 6.1 below.



**Figure 6.1: Integrated talent management framework**

Figure 6.1 explains the alignment with the strategic goals of the Municipality, as follows:

**Workforce planning**

- Critical talent assessment
- Critical skills gap analysis
- Diversity planning (workplace culture, EE targets)
- Critical role identification
- Capability and competency management (job profiles, experience, behaviours)
- Talent planning strategy and solution design
- Employee engagement, retention and rewards strategies

- Identify metrics and measures

### **Recruitment and onboarding**

- Sourcing, recruitment advertising
- Define and constantly review the employee value proposition (EVP) of the Municipality to ensure alignment with market trends
- Creation of internal and external candidate pools (internal - talent already in the Municipality; external – potential talented candidate details stored on a database for future interviewing purposes).
- Identify, attract and select talent
- Onboarding – assist employee in identifying why they should be at the Municipality (what major contributions to the organisation will be)
- Ensure goal alignment in Recruitment and Onboarding processes (in line with the municipality's strategic plan)

### **Employee performance management**

- Use of 360-degree assessments (peer learning)
- Implement leadership development
- Encourage continuous coaching and mentoring
- Career mapping
- Focus on the professional development of employees
- Ensure that municipal, directorate and employee goals are aligned

### **Training and development**

- Align learning with municipal goals
- Focus on learning and development strategy
- Integrate learning with processes of the organisation
- Drive a continuous learning culture
- Offer appropriate and varying learning channels
- Manage learning outcomes and achievements

### **Succession planning and talent identification**

- Scrutinise and develop talent profiles
- Implement executive education
- Focus on leadership assessment and evaluation
- Continuous succession management
- Fast-track leadership programmes
- Matching of talent to critical roles

### **Benefits and rewards**

- Consistent and fair implementation of employee compensation and benefits
- Review, align with current trends and offer employee incentives and rewards
- Implement consistent employee recognition programs
- Pay for performance

## **6.4 CONCLUSION**

The retention of valued employees, including institutional knowledge and intellectual property, may ensure that Mossel Bay Municipality succeeds in engaging talent. It will also help ensure that employees continuously transfer and encode acquired knowledge, skills, experience and expertise. The struggle to obtain and retain talent is a key challenge. Therefore, Mossel Bay Municipality must clearly understand that having employees with the right mixture of technical and management skills is one of the most crucial factors for organisational effectiveness, efficiency and success. Mossel Bay Municipality's leadership must ensure that they are committed to retaining skilled employees to maximise the return for both employer and employees through the implementation of the proposed talent management framework.

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## ANNEXURE A: TURNITIN REPORT

MPA\_Mini\_Thesis\_20\_Oct\_2021\_.pdf

### ORIGINALITY REPORT

<b>19%</b>	<b>19%</b>	<b>0%</b>	<b>0%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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## ANNEXURE B: ETHICS APPROVAL



Private Bag X1290, Potchefstroom  
South Africa 2520

Tel: 018 299-1111/2222  
Fax: 018 299-4910  
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics  
Tel: 018 299-4849  
Email: [rkolnathi.machine@nwu.ac.za](mailto:rkolnathi.machine@nwu.ac.za)

10 August 2021

### ETHICS APPROVAL LETTER OF STUDY

Based on approval by the Basic and Social Sciences Research Ethics Committee (BaSSREC) on 10/08/2021, the Basic and Social Sciences Research Ethics Committee hereby approves your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-SERC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

<b>Study title: Talent Management Framework: Retention of skilled personnel at the Mossel Bay Local Municipality</b>																															
<b>Supervisor: Dr F. Pelsier.</b>																															
<b>Student/Principal Investigator: E. Jantjies (31433650).</b>																															
<b>Ethics number:</b>	<table border="1"><tr><td>N</td><td>W</td><td>U</td><td>-</td><td>0</td><td>0</td><td>6</td><td>7</td><td>0</td><td>-</td><td>2</td><td>1</td><td>-</td><td>A</td><td>7</td></tr><tr><td colspan="3">Institution</td><td colspan="4">Study Number</td><td colspan="2">Year</td><td colspan="4">Status</td></tr></table>			N	W	U	-	0	0	6	7	0	-	2	1	-	A	7	Institution			Study Number				Year		Status			
N	W	U	-	0	0	6	7	0	-	2	1	-	A	7																	
Institution			Study Number				Year		Status																						
	<small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small>																														
<b>Application Type: Single Study</b>																															
<b>Commencement date: 10/08/2021</b>	<b>Risk:</b>	<table border="1"><tr><td>Low</td></tr></table>		Low																											
Low																															
<b>Expiry date: 10/08/2022</b>																															
<b>Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.</b>																															

#### Special in process conditions of the research for approval (if applicable):

<p><b>General conditions:</b></p> <p>While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:</p> <ul style="list-style-type: none"><li>• The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the BaSSREC:<ul style="list-style-type: none"><li>- annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and</li><li>- without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.</li></ul></li><li>• The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the BaSSREC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.</li><li>• Annually a number of studies may be randomly selected for an external audit.</li><li>• The date of approval indicates the first date that the study may be started.</li><li>• In the interest of ethical responsibility, the NWU-SERC and BaSSREC reserves the right to:</li></ul>
--

- request access to any information or data at any time during the course or after completion of the study;
- to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;
- withdraw or postpone approval if:
  - any unethical principles or practices of the study are revealed or suspected;
  - it becomes apparent that any relevant information was withheld from the BaSSREC or that information has been false or misrepresented;
  - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or
  - new institutional rules, national legislation or international conventions deem it necessary.
- BaSSREC can be contacted for further information or any report templates via [21081719@nwu.ac.za](mailto:21081719@nwu.ac.za) / [13128388@nwu.ac.za](mailto:13128388@nwu.ac.za).

The BaSSREC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the BaSSREC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely



Prof Jacques Rothmann

Chairperson NWU Basic and Social Sciences Research Ethics Committee

Original details: (20251932) C:\Users\20251932\Desktop\ETHICS APPROVAL LETTER OF STUDY.docx  
8 November 2018

File reference: 9.1.5.4.2

## ANNEXURE C: PERMISSION TO CONDUCT THE STUDY



**MOSSEL BAY MUNICIPALITY**  
**MOSSELBAAI MUNISIPALITEIT**  
**UNASIPALA MOSSEL BAYI**

*Explore Endless Horizons!*

In antwoord verwys na reënimer  
In reply quote number  
Ka Uphindula chaza La Nombolo

Tel, imfano/fono: +27 (44) 606 5000  
Fax, ifeksi: +27 (44) 606 5062  
e-mail: admin@mosselbay.gov.za  
web: www.mosselbay.gov.za

*2007 Rapport Dory van die Jaar*  
*2016 National Greenest Town*  
*2017 Kwêla Town of the Year!*

Pers-Jantjies/C Puren

29 July 2021

To Whom It May Concern

Dear Sir/Madam

### PERMISSION TO CONDUCT STUDY

This letter serves to confirm that Mr Edward Jantjies is an employee of Mossel Bay Municipality.

I am aware that Mr Jantjies is currently enrolled for the MPA Public Management Programme with North West University.

This letter further confirms that permission has been granted to Mr Jantjies to undertake a study on his research, titled: "Developing a Strategic Talent Management Framework for Mossel Bay Municipality".

Yours faithfully



**C B PUREN**  
**ACTING MUNICIPAL MANAGER**

## **ANNEXURE D: INTERVIEW QUESTIONS**

### **Semi-Structured Interview Questions: TM Framework for Mossel Bay Municipality**

What is your understanding of Talent Management? Elaborate on your understanding of the word Talent.

What is your understanding of Training and Development and do such practices exist in Mossel Bay Municipality?

With the aim of Skills Development in mind, how in your view does one identify Talent? How to create a Talent Pool? Skills Gap? Age Analysis?

What is a PDP and do you have one?

What is your understanding of performance management and how do you link it to Talent Management?

What is your understanding of Recruitment and Selection? Induction/onboarding

Elaborate on your understanding of the word Retention. Strategies? Why do people leave Mossel Bay Municipality? Exit interviews analysis? What will keep you at Mossel Bay Municipality?

What must be done to keep people at Mossel Bay Municipality?

Do you think the compensation at Mossel Bay Municipality is competitive in the labour market?

Are core competencies/ qualifications recognized in Mossel Bay Municipality?

What is your understanding of Career pathing and Succession planning?

Do career advancement prospects exist in Mossel Bay Municipality? Growth Potential?

Elaborate on your understanding of Coaching and Mentoring and are these practices applied in Mossel Bay Municipality?

# INTERVIEW GUIDE

## Talent Management Framework: Retention of skilled personnel at the Mossel Bay Local Municipality

### INTRODUCTION

My name is Edward Jantjies (from hereon to be referred to as the researcher). I am a registered student for the Magister Public Administration (MPA) at the North West University. In order for me to complete my degree, I need to submit a thesis and I am required to obtain research data in relation to my research topic. I was afforded the Municipal Manager's support in this research endeavour and hence, as my research is based on the Municipality, I am requesting your assistance in the completion of this questionnaire.

My research topic, Talent Management Framework: Retention of skilled personnel at the Mossel Bay Local Municipality where I will explore the current talent management practices in the different functional areas of the municipality, the supporting talent management practices and will then offer suggestions around the best possible way to implement talent management processes to sustain effectiveness and efficiency in service delivery.

My request is to please be as open and honest as possible when responding to the questions in this interview. The data obtained from this study will assist the researcher in providing clarity on staff interpretation and will add value in suggesting a proper and structured approach to talent management for the municipality. If the participant is not completely open and honest, the results will not reflect reality. Also note that the interview is completely confidential, and the results will not be linked to your identity in any way.

**The results will be routed to a central database only to be accessed by the researcher for the purpose of interpretation.**

Your participation is much appreciated!

Kind regards

Edward Jantjies



## **CONSENT**

You are asked to participate in a research study conducted by Edward Jantjies for his Master's Degree in the Faculty of Humanities at the North West University.

### **1. PURPOSE OF THE STUDY**

The primary purpose of this study is to develop a framework to talent management in the Mossel Bay Municipality, where the researcher will be linking the framework to the various HRM activities, programs and functions within the municipality.

### **2. POTENTIAL BENEFITS TO PARTICIPANTS AND THE MUNICIPALITY**

The fact that the participants remain anonymous does imply that the researcher will not be able to provide direct feedback to the participants. However, contributions made in support of the research will imply that the participant provides valuable information in supporting an understanding of succession planning practices. The overall outcome will be made available to the municipality, describing the results obtained. This will increase the municipality's awareness of the need for succession planning as a key talent management initiative to support a sustainable, effective and efficient service delivery standard and the municipality will be able to understand the limitations and effectiveness thereof in the context of Human Resource Development and retention of critical and scarce skills. (Note: Should individuals wish to obtain feedback on the results achieved, they may contact the researcher directly.)

### **3. CONFIDENTIALITY**

Any information obtained through this study will remain confidential. Confidentiality will be maintained by means of anonymous input, no names will be used in statistical data, and your evaluation will be managed in terms of occupational category. Only the researcher will have access to the raw data, no member of management or any other person in the municipality's Human Resources Department or other functional areas will have access to it.

#### 4. PARTICIPATION AND WITHDRAWAL

You may decide whether you are going participate or not. If you do participate, you may withdraw at any time without any consequences. You may not be able to answer some of the questions due to limited knowledge or exposure to the content of the section concerned. This is in order. Try to answer all the questions as completely and honestly as possible.

#### 5. IDENTIFICATION OF THE RESEARCHER

Please feel free to contact the researcher if you have concerns or any questions about the research:

Edward Jantjies (Researcher):

Tel: 0829407733

Email: [ejantjies@mosselbay.gov.za](mailto:ejantjies@mosselbay.gov.za)

Dr Faan Pelsler (Supervisor - NWU): Tel: 082 574 4175

PLEASE SELECT THE AGREE BOX BELOW IF YOU HAVE READ AND UNDERSTOOD THE INFORMATION PROVIDED AND AGREE TO TAKE PART IN THE STUDY UNDER THE CONDITIONS STATED ABOVE. YOU ALSO CONSENT THAT THE RESEARCHER MAY USE THE INFORMATION OBTAINED IN SUPPORT OF THIS RESEARCH STUDY ONLY.

AGREE

**SECTION A**  
**BIOGRAPHICAL DATA**

**1. FUNCTIONAL AREA**

Functional Area	Indicate applicable area
Community Services	<input type="checkbox"/>
Corporate Services	<input type="checkbox"/>
Environment and Spatial Planning	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Health Services	<input type="checkbox"/>
Human Settlements	<input type="checkbox"/>
Office of the Municipal Manager	<input type="checkbox"/>
Safety and Security	<input type="checkbox"/>
Social Development	<input type="checkbox"/>
Tourism and Economic Development	<input type="checkbox"/>
Human Resources Management	<input type="checkbox"/>
Utility Services	<input type="checkbox"/>

**2. OCCUPATIONAL CATEGORY**

Occupational Category / level	Indicate applicable area
Executive and Senior Management (ED / Director)	<input type="checkbox"/>
Management (Managers and Functional Heads)	<input type="checkbox"/>
Senior / Principal Professionals	<input type="checkbox"/>

3. **AGE**

Age of respondents	Indicate applicable area
26 – 35	<input type="checkbox"/>
36 – 45	<input type="checkbox"/>
46 – 55	<input type="checkbox"/>
56 – 65	<input type="checkbox"/>
65 and over	<input type="checkbox"/>

4. **GENDER**

Gender of respondents	Indicate applicable area
Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

5. **RACIAL GROUP**

Racial Group	Indicate applicable area
White	<input type="checkbox"/>
African	<input type="checkbox"/>
Coloured	<input type="checkbox"/>
Indian	<input type="checkbox"/>

**6. YEARS OF SERVICE**

<b>Years of Service</b>	<b>Indicate applicable area</b>
Less than 1 year	<input type="checkbox"/>
1 to 5 years	<input type="checkbox"/>
6 to 10 years	<input type="checkbox"/>
11 to 15 years	<input type="checkbox"/>
16 to 20 years	<input type="checkbox"/>
More than 20 years	<input type="checkbox"/>

**7. HIGHEST EDUCATIONAL QUALIFICATION**

<b>Qualification</b>	<b>Indicate applicable area</b>
Matric	<input type="checkbox"/>
Post Matric certificate / trade	<input type="checkbox"/>
Diploma / First Degree	<input type="checkbox"/>
Post Graduate Degree	<input type="checkbox"/>
Master's / Doctorate	<input type="checkbox"/>

## ANNEXURE E: LANGUAGE EDITING CERTIFICATE



Office: 0183892451

FACULTY OF EDUCATION

Cell: 0729116600

Date: 26<sup>th</sup> October, 2021

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

I, Muchativugwa Liberty Hove, confirm and certify that I have read and edited the entire mini-dissertation, **Talent Management Framework: Retention of skilled personnel at the Mossel Bay Local Municipality**, submitted by Edward Jantjies, student number 31433650, and ORCID 0000-0002-5940-6107, in partial fulfilment of the requirement for the degree **Master of Public Administration** at the North-West University, Potchefstroom Campus.

Edward Jantjies was supervised by Dr Faan Pelser.

I hold a PhD in English Language and Literature in English and am qualified to edit such a thesis for cohesion and coherence. The views expressed herein, however, remain those of the researcher/s.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Liberty Hove'.

Professor M.L. Hove (PhD, MA, PGDE, PGCE, BA Honours – English)

