

SWELLENDAM MUNICIPALITY



TALENT MANAGEMENT POLICY

Approved by Council as per Item A98

Date: 17 June 2022

Table of Contents

1 Definitions.....	
2 Purpose.....	
3 Legal Framework.....	
4 Objectives.....	
5 Definition of Talent Management	
6 Identification of competent staff.....	
7 Attraction to retain staff.....	
8 Content page	
9 Implementation and Monitoring.....	
10.Record Keeping.....	
10. Dispute Resolution	
11. Policy review.....	
12. Approval.....	

1. DEFINITIONS

For interpretation and application of this Policy, the following definitions are applicable:

- 1.1 **Employee** means any person, excluding an independent contractor and appointees, who works for the municipality and who receives, or is entitled to receive any remuneration, and any other person who in any manner assists with carrying on or conducting of the business of an employer.
- 1.2 **Employer** refers to the Swellendam Municipality.
- 1.3 **Talent Management means** the attraction, selection, and retention of employees, which involves a combination of HR processes across the employee life cycle.
- 1.4 **Skills Development Act** refers to the Skills Development Act (Act no 97 of 1998) as amended.
- 1.5 **Skills Development Levies Act** refers to the Skills Development Levies Act (Act 9 of 1999) as amended.

2. PURPOSE

- 2.1 This Policy shall be known as the Talent Management Policy
- 2.2 The purpose of the policy is to provide Swellendam Municipality with a framework for attraction and retention of talented employees.
- 2.3 In delivering on its mandate, the municipality regards its human resource and staff component to be the most critical asset to be utilised in providing services on a sustainable basis and will strategically ensure a sufficient supply of adequate critical and scarce skills.
- 2.4 Although all employees are valuable, some employees have skills that are so vitally important to the municipality that without those skills, service delivery will be seriously jeopardised. In this regard, the municipality is therefore committed to acquiring, developing, maintaining, nurturing and retaining a qualified, competent, motivated and dedicated workforce to meet the challenges faced in delivering the quality, affordable and reliable municipal services to the community.

3. LEGAL FRAMEWORK

3.1 The legal and policy framework for the talent management are:

- 3.1.1 The Skills Development Act
- 3.1.2 The Skills Development Levies Act
- 3.1.3 Labour Relations Act
- 3.1.4 The Employment Equity Act
- 3.1.5 Labour Relations Act, No. 66 of 1995, as amended

3.1.6 Municipal Staff Regulation of 20 September 2021

3.1.7 Any other applicable legislation

4. OBJECTIVES

4.1 The talent management policy aims at:

4.1.1 Identifying talent within the Municipality.

4.1.2 To provide the basis for the establishment of the Talent Management Committee.

4.1.3 To provide a formal basis to declare the municipality's commitment to its staff and to attract and retain a competent and motivated workforce to serve the community.

4.1.4 Retaining the employees with talent by implementing a strategy to retain their services.

5. DEFINITION OF TALENT MANAGEMENT

Talent management is the attraction, selection, and retention of employees, which involves a combination of HR processes across the employee life cycle. It encompasses workforce planning, employee engagement, learning and development, performance management, recruiting, on boarding, succession and retention.

Attraction of staff techniques

Item	Technique	Examples
1	Buying talent	Building relationships with important sources of talent such as tertiary institutions, business schools, using referral hiring, create partnerships with staff members, building an intent recruitment strategy.
2	Building talent	Providing training and development for key staff members. Offering internships and experiential learning programmes to potential employees.
3	Bouncing talent	Investigating opportunities such as secondment, flexible work arrangement and contract work.
5	Binding talent	Offering financial and non-financial incentives to retain talent e.g. scarce skills.
6	Boosting talent	Internal promotion and staff recognition schemes.

6. IDENTIFICATION OF COMPETENT STAFF WITH CRITICAL AND SCARCE KNOWLEDGE AND SKILLS

- 6.1 The identification of scarce, critical and high-risk skills must from the basis of any talent management interventions.
- 6.2 Directors and line-management must in consultation with the manager responsible for human resources, identify competent staff members.

7. ACTIONS TO RETAIN STAFF WITH CRITICAL AND SCARCE KNOWLEDGE AND SKILLS

- 7.1 Each manager must engage on an individual basis with those staff identified as competent staff members during their performance evaluations.
- 7.2 The review should ensure:
 - 7.2.1 That staff receive acknowledgement for good and exceptional performance
 - 7.2.2 Staff are advised on weak areas for improvement
 - 7.2.3 Appropriate interventions are identified to strengthen critical and scare skills
 - 7.2.4 Future development options for career growth are identified
 - 7.2.5 Training and development needs are identified
- 7.3 Immediate line managers and supervisors should engage with staff members in a discussion regarding their future growth plans on an ongoing basis.

8. IMPLEMENTATION, MONITORING AND EVALUATION

The policy will be implemented and become effective once approved by Council. Human Resources practitioners will continuously monitor the implementation of this policy

9. RECORD KEEPING

All documentation and correspondences emanating from or related to this policy will be kept in the personnel file of the employee in the safe located at the Human Resources office for future usage, update and reference.

10. DISPUTE RESOLUTION

SALGBC dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy.

11. POLICY REVIEW

The policy shall be reviewed on an annual basis or if deemed necessary.

12. APPROVAL

Council resolution _____ dated _____

Annexure A

Talent Assessment Form.

Interview Question By Supervisor /Manager	Yes / No	Employee Response
Did I acknowledge good and exceptional performance?		
Did I advise staff member on weak areas for improvement?		
Did I identify appropriate interventions to strengthen critical and scarce skills?		
Did I identify future development options for career growth and advancement?		
Did I identify training and development needs?		