



**PERCEIVED CHALLENGES TO TALENT
MANAGEMENT IN THE SOUTH AFRICAN PUBLIC
SERVICE: AN EXPLORATORY STUDY OF THE CITY
OF CAPE TOWN MUNICIPALITY**

By

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the degree

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DECLARATION

I, LESEGO PEEJAY KOKETSO, 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 any qualification. Furthermore, it represents my own conclusions and not necessarily those of the Cape Peninsula University of Technology.

Signed_____

Date_____

KEY WORDS

Public service

Talent

Talent management

Turnover

Pay satisfaction

Employee engagement

Motivation

Job satisfaction

Organisational commitment

ABSTRACT

This study explored perceptions of twenty managers at the City of Cape Town Municipality regarding the challenges facing talent management. A detailed study of the literature was conducted on variables that are relevant in talent management in organisations. These variables included definitions of talent management, pay satisfaction, job satisfaction, organisational commitment, tenure, motivation, employee engagement, turnover and intention to turnover. This study adopted a qualitative research method as it was found from the literature that managers often prefer face-to-face interviews instead of questionnaires. An interview guide was developed for the twenty managers that were internally chosen by the City of Cape Town management.

Data collected from the interviews was subjected to content analysis method with different themes emerging. The results revealed that the City of Cape Town is well on course in implementing talent management with its approximately 25 000 employees. The study revealed a plethora of challenges facing talent management at the City of Cape Town. One huge challenge facing this municipality is its size, which makes implementation of a talent management system difficult to implement at the City of Cape Town. The findings support the assumption developed for this study that poor talent management practices in the public sector lead to ever increasing staff turnover rates.

The findings of this study contribute to both theory and practice. Theoretically the study contributes to the literature, as it is the first empirical study to use managers in a local government municipality to explore challenges surrounding talent management. Furthermore, local government managers can use the findings of this research to design strategies and policies to enhance talent management in local government municipalities, and subsequently ensure talent retention.

DEDICATION

This dissertation is dedicated to my parents, Mr and Mrs Basopa Koketso for their love, patience and encouragement throughout the years that have gotten me this far.

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This has been a long journey that could not have been possible without the undivided support I enjoyed throughout from individuals worthy to be mentioned here.

First of all I wish to pass my heartfelt gratitude to the Almighty above for the guidance He offered me during the days, weeks and months of doing this project.

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The City of Cape Town Municipality management and staff have been crucial in the completion of this dissertation. The time and resources that they sacrificed from the time they granted me access to the time the semi-structured interviews were conducted is highly appreciated. I wish to singularly mention Mr Fritz le Roes, Ms Yolanda Scholtz, Ms Nonzuzo Ntubane and Ms Nicole Steenkamp for ensuring that the research project got off the ground. To Nicole Steenkamp, many thanks for organising all the appointments with the interviewees. To the City of Cape Town managers and senior managers that took part in the interviews, thank you for your time and responses. To Mrs Chiedza Kimberly Chagutah, many thanks for the hours you spent in transcribing the interviews.

Last but certainly not the least, I wish, from the bottom-most part of my heart to thank my "cheer leading team" captained by my wife Sakhile Koketso, my daughters: Retshepile (Tshepi), Vuyisile, Motheo and my son: Tiisetso. Thank you so much Tshepi for doing most of the figures and tables in this study. Many thanks Sakhi, for proofreading and formatting the entire project.

Le ka moso!

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|-------------------|---|
| ANC | African National Congress |
| ASTD | American Society for Training and Development |
| CFO | Chief Financial Officer |
| CHEC | Cape Higher Education Consortium |
| CPUT | Cape Peninsula University of Technology |
| DA | Democratic Alliance |
| DPSA | Department of Public Service Administration |
| FBREC | Faculty of Business Research Ethics Committee |
| GWM&ES | Government Wide Monitoring and Evaluation System |
| HIV/AIDS | Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome |
| HR | Human Resources |
| HRD | Human Resources Development |
| HRM | Human Resources Management |
| ICASA | Independent Communications Authority of South Africa |
| IDPs | Individual Development Plans |
| IT | Information Technology |
| PDPs | Personal Development Plans |
| PSC | Public Service Commission |
| RSA | Republic of South Africa |
| SHRM | Society for Human Resources Management |
| SP&M | Succession Planning and Management |
| StatsSA | Statistics South Africa |
| TM | Talent Management |

1 CHAPTER 1 – Introduction and background to the study

1.1 Introduction

In order to deliver services to the public in an efficient, effective and timely manner, the public service must manage employee talent effectively. In fact, the Human Resources Development (HRD) Strategy for the Public Service notes that "people are the common denominator of success" within and across the different departments (RSA, Department of Public Service and Administration, 2007).

This research set out to explore the perceptions of twenty (20) local government municipality (City of Cape Town) senior and middle managers with regards to the challenges to talent management in the South African public service and the effects of variables like turnover, pay satisfaction and organisational commitment on intention to turnover, motivation, retention and employee engagement. This chapter provides a brief background to the study followed by a discussion of the research problems and a justification for the study. An overview of the methodology is provided and the significance and limitations of the study are discussed. The chapter also provides definitions of the key terms and outlines the structure of the dissertation.

1.2 Background to the study

As business becomes more competitive, more companies are recognising that their main competitive advantage lies in recruiting and retaining the best staff for the job. Attracting and retaining top performers has been recognised as one of the biggest contemporary challenges in human resources management (HRM) (Reitman, 2007). While employee resignations and the reasons for them are not new, they have now intersected with the phenomenon of a shrinking replacement pool for qualified workers (Ibid). The exercise of attracting, retaining and motivating qualified workers is known as talent management.

Talent management has been defined as,

“... an active management system used to identify, capture, utilise, develop, grow and nurture the talent of employees to the benefit of the work team and the company at large” (Meyer & Tuck, 2004).

Talent management, which involves the cooperation and communication of managers at all levels, has become an imperative in the face of today’s business challenges (Brewster *et al.*, 2008:128).

The City of Cape Town Municipality continues to lose talented employees on a yearly basis. Problems of turnover, intention to turnover, lack of employee recognition and employee frustration continue to plague this municipality, which slow down the delivery of essential services to the public at a time when service delivery protests are on the rise (the City has, as have other municipalities in South Africa, been hit by service delivery protests between January and July of 2009 see figure 2.2 in chapter 2 of this study). In addition, the City spends significant amounts of money for recruitment and selection processes, in replacing the employees who leave.

The importance of employee commitment and loyalty has never been more significant than in today’s context, where the ‘war for talent’ is rife, and skilled employees have a greater choice of employment, both locally and globally (De Villiers, 2006). It is against this background that this study is premised.

1.3 Problem statement

Poor talent management practices within the public service lead to high staff turnover rates which in turn impacts on the public service’s ability to deliver its mandate (including provision of adequate services) to the public. The talent management domain is not given specific attention within the public sector as evidenced by the ever-increasing numbers of employees that leave this sector of the economy to join the private sector or to take up self-employment. Simply put, the public service continues to lose its talented employees to the private sector. This movement out of the public service does affect the way the public service machinery functions as the impacts are quite significant.

1.4 Aim of the study

The aim of the study was to explore the perceptions of senior and middle managers within the South African local government regarding the challenges facing talent management and to recommend ways and means of managing talent within public service.

1.5 Objectives of the study

The objectives of the study were:

- To uncover the perceptions held by management and professionals in a selected local government institution concerning talent management challenges within the public service in South Africa.
- To understand the causes of talent management challenges in the public service.
- To establish the extent of staff turnover in the public service and
- Recommend ways and means of effective talent management to avert ever-increasing staff turnover rates within the South African Public Service.

1.6 Research questions

The study was guided by the following research questions:

General research question:

What challenges face talent management in the South African public service?

Specific research questions:

1. To what extent is staff turnover and in particular the losses of qualified and experienced staff a problem in local governments?
2. What do local government managers say the problems with attracting and retaining qualified and experienced staff is?
3. How can these problems be alleviated in the context of local governments?
4. To what extent are talented employees in the public service managed to avert intention to turnover?

1.7 Definition of key terms

There are different definitions that have been espoused by different writers about the concepts used in this dissertation. The definitions contained in this section denote the intended meaning of the concepts that will be used in this dissertation. Justification for these definitions will be presented in Chapter 3.

- **Talent:** the sum of the person's abilities-his/her intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character and drive (Michaels *et al.*, 2001).
- **Talent management:** an active management system used by organisations to identify, capture, utilise, develop, grow and nurture the talent of employees to the benefit of the work team and the organisation at large" (Meyer & Tuck, 2004).
- **Turnover:** the voluntary and involuntary permanent withdrawal from an organisation (Robbins *et al.*, 2009:18).
- **Organisational commitment:** the relative strength of an individual's identification with and involvement in a particular organisation (Mowday, Porter & Steers, 1982:27).
- **Employee engagement:** the extent to which employees commit to something or someone in the organisation and of how hard they work and how long they stay as a result of that commitment (Corporate Leadership Council, 2004).
- **Job satisfaction:** a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins *et al.*, 2009:20).
- **Pay satisfaction:** "Pay satisfaction implies the satisfaction with the amount of pay one gets for the amount of work done, as well as satisfaction with pay compared to the amount paid in similar organisations" (Malhotra, 2007:210).
- **Motivation:** a result of the interaction between an individual and a situation (Robbins *et al.*, 2009).
- **Tenure:** time on a particular job (ibid).
- **City of Cape Town** (For the purposes of avoiding unnecessary repetition and monotony, the researcher will use '**the City**' to refer to the 'City of Cape Town Municipality' throughout the study.): a Category A (metropolitan municipality) that is the research site of this study.

1.8 Overview of methodology

The purpose of this section is to briefly describe the methodology used in the dissertation. A detailed explanation of and justification for the methodological procedures that were used are provided in Chapter 4.

The study adopted qualitative research methods as these methods are "...concerned with information about things that are less easily understood by counting them..." for example, the attitude that managers have towards the motivation of their staff. Qualitative research is about developing a detailed understanding of individuals' views, attitudes and behaviour (Cresswell, 1994). Marshall and Rossman (2006) view qualitative research as one that takes place in the natural world, uses multiple methods that are interactive and humanistic; focuses on context; is emergent rather than tightly prefigured; and is fundamentally interpretive. Best & Khan (2003) stated that the qualitative approach allows for a study that is not ordinarily expressed in quantitative terms but where other means of description are emphasised. Bell (2001), in agreement, also posits that researchers adopting a qualitative perspective are more concerned to understand individuals' perceptions of the world. They seek insight rather than statistical analysis. Qualitative researchers believe that the world is made up of people with their own assumptions, intentions, attitudes, beliefs and values, and that the way of knowing reality is by exploring the experiences of others regarding a specific phenomenon. These experiences, beliefs and value-laden narratives are biased and subjective, but qualitative research accepts them as true for those who have lived through the experiences. The stories, experiences and voices of the respondents are the mediums through which we explore and understand (know) reality (Maree, 2008).

Few empirical studies investigating talent management in the South African public service's local government sphere have been completed. These accentuated the need for the current study and, therefore, this dissertation was exploratory. Babbie, (2004:89) suggested that the purpose of exploratory research was to identify concepts or "variables that seem worth pursuing", when gathering data and watching for patterns to emerge (Patton, 2002). Cobb & Forbes (2002:200) agree: "the exploratory nature of qualitative research typically requires investigators not to pre-specify a study population, otherwise an important person, variable, or unit of analysis be overlooked".

The study proposed to conduct a case study at a local government organisation in Cape Town. Robson, (2002:178) defines *case study* as ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’. The case study strategy has considerable ability to generate answers to the question ‘why?’ as well as the ‘what?’ and ‘how?’ questions (ibid). The data collection methods employed may be various. They may include questionnaires, interviews, observation, and documentary analysis. For this study, semi-structured interviews and documents analysis were the primary sources of data. The responses from the interviews were subjected to content analysis.

1.9 Sampling

In recognising the relationships between theory and data, purposive sampling was utilised and a semi-structured interview employed as the data collection method. The International Development Research Centre (2005) defines sampling as the process of selecting a number of study units from a defined study population. Purposive sampling is done according to criteria relevant to a particular research question. It uses people who can help find answers to the research questions posed (Henning *et al.*, 2004). The selection of the research participants was internally controlled by the City of Cape Town as they decided who was to take part in this research (see appendix C).

1.10 Ethical considerations

The researcher ensured that the issue of ethics were addressed in the design of the research methodology, i.e. the privacy of the respondents was, in all circumstances, respected and the respondents consent to survey them secured. Furthermore, the survey was carried out in a responsible manner with the values of honesty, clarity, comprehensiveness, accountability and openness to public scrutiny.

Permission was sought from the proposed local government organisation in the form of an introductory letter (see appendix A) from the researcher’s university to the gatekeeper (the person, often in an organisation, who controls research access) requesting access, introducing the research topic and stating the purpose of the research. Participants’ consent to be audio-recorded was also sought.

1.11 Significance of the study

This study is significant because it will shed light on the challenges of talent management in the South African Public Service and will be useful to those mandated with handling talent in the public sector and subsequently reducing turnover rates.

The expected outcomes of the proposed research are that the findings will guide public service policy makers in how best to manage talent within government departments.

The study investigates a problem that is important for South Africa as it endeavours to highlight challenges faced by the public service in the country, which have an impact on turnover rates. The study focused on a local government organisation in the Western Cape Province of South Africa. This study may prompt further research on the talent management domain, particularly within the public service, as the researcher believes it may be an opportunity for others in academia and elsewhere to learn from the study.

The study may consequently inform government public policy in South Africa, which is a key motivator for the researcher in undertaking the research. The study may help the government to reformulate strategies related to talent management and help them to develop policies intended to reduce the sources of dissatisfaction and improve staff retention.

Finally the study can be used for proactive decision-making on talent management and turnover in public sector organisations. The study gives recommendations on how public sector managers can deal with the problem of losing their employees to other organisations.

The findings of the proposed research may be presented at conferences involving human resource professionals from the public service. The researcher, on request will avail the findings to the local government institution where the research will take place to aid the organisation in managing talent better in the future.

1.12 Demarcation of study

The dissertation focuses on talent management in the South African public service. It attempts to understand and elaborate the present constraints to talent management for future effective planning of the South African human resource management.

The proposed study was limited to an exploration of the perceived challenges to talent management in the public service, particularly local government in Cape Town. The reason for this focus was to be able to generalise the results to a wider population within the South African public service, and possibly to other developing countries.

The study sought to explore perceived challenges to talent management because the costs of having to replace someone with scarce skills are considerable as the recruitment costs are substantial. The study was conducted in the context of the South African public sector and the private sector will not form part of the proposed study in order to narrow its focus.

The South African public service was proposed as it is the hardest hit in terms of talent loss and more importantly for the failures of service delivery it faces as evidenced by service delivery protests country wide. The study limited itself to the post-apartheid South African public service and therefore little apartheid era content was referred to in the study.

The City of Cape Town Municipality was chosen for the study because it is centrally located to Cape Peninsula University of Technology and it is one of biggest public service employers with 25 000 permanent staff employees. The Municipality contains HRM and HRD functions that seem to work well and it administers a wide range of functions and public services which mean it has a wide range of professionals from social workers to engineers in differing fields, and so could provide a suitable reference case.

1.13 Organisation of the dissertation

This dissertation is organised into seven chapters, as shown by Figure 1.1 below. The next chapter provides the context of the study including the background to the

study (country setting and the South African public service system). The information provided in this section is vital because it informs the reader of the background issues, structures and terms that will be used. The chapter also identifies the setting of the study.

Chapter 3 reviews the literature on talent management, organisational commitment, pay satisfaction, motivation, tenure, employee engagement, and their relationship to intention to leave the organisation. This literature review is instrumental in the development of hypotheses and thereby provides the background for analysing the findings and for making recommendations. The literature review helps to reveal how these constructs have been studied in different contexts and identifies the gaps in the literature that need to be filled.

Chapter 4 discusses the research methodology. This chapter describes the qualitative research paradigm and the overall research design. Additionally, this chapter also covers the data collection methods, including criteria for the selection of participants, the measures to be used, sample size, study sites and the problems that were encountered during data collection period.

Chapter 5 presents the results of the study. Details of the response rates, demographics and representativeness will be discussed in this section. The research questions and objectives are discussed in terms of the findings of the study. The conclusions will also discuss the limitations of the study and directions for future research. The findings may help the local government to proactively engage in measures that can counteract loss of talented employees due to poor talent management strategies and the propensity of local government employees and those from the other two spheres of government to leave their professions and departments for more lucrative careers.

Chapter 6 will discuss the conclusions emanating from the findings of the study. The chapter will also attempt to link the findings to the literature perused in chapter three of the study. Particular attention will be paid to the challenges around the talent management domain. After successfully discussing the findings, the chapter will present recommendations that managers at the City of Cape Town municipality may rely on in their efforts to integrate talent management in their HR practices. The

chapter will present the study's limitations before closing with suggestions on how best to implement the suggested recommendations. Finally, chapter 7 will present the study summary.

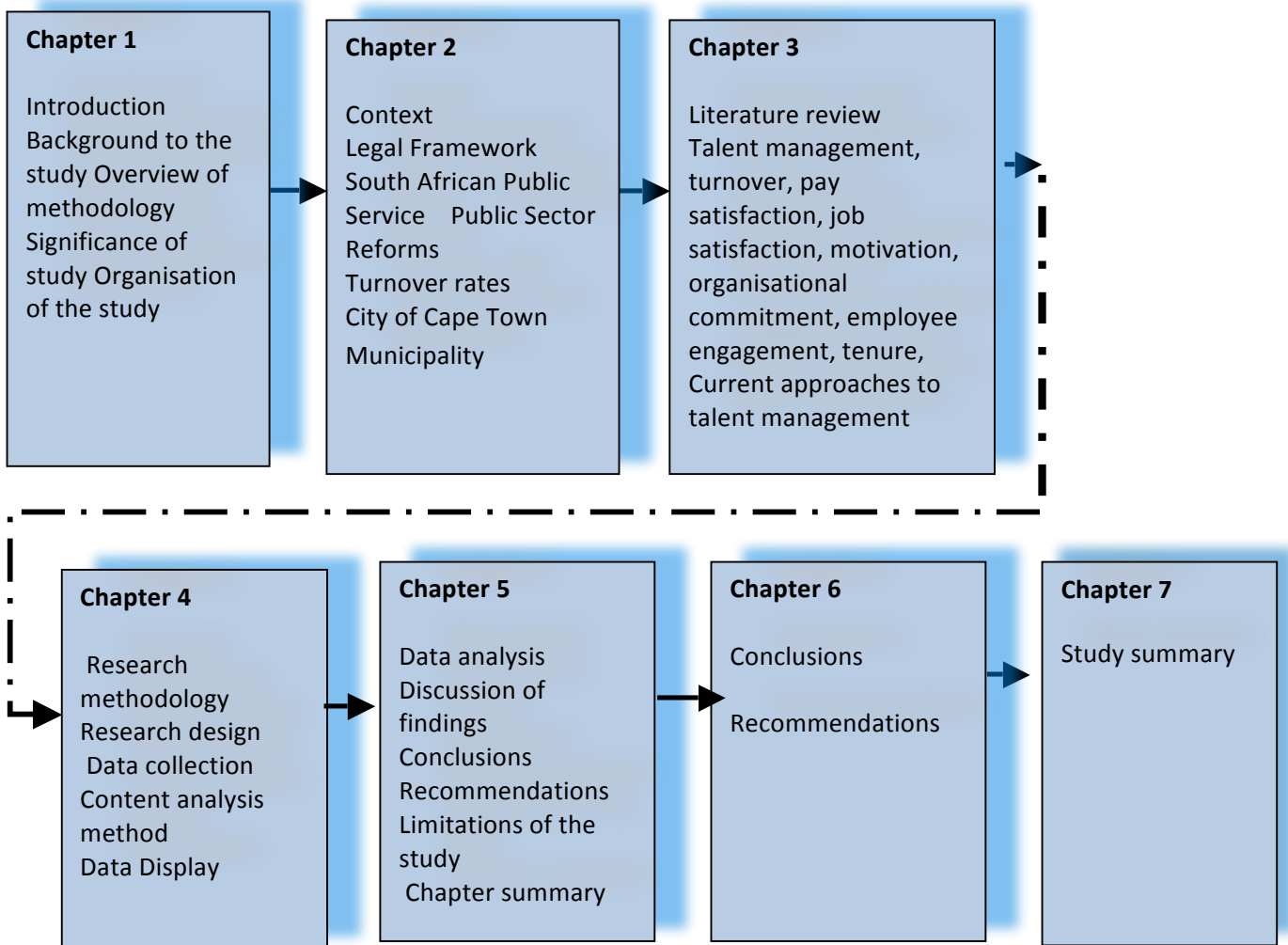


Figure 1.1: Structure of the Dissertation

1.14 Conclusion

Chapter 1 has laid down the foundation for this study by providing the background, the research questions and an overview of the methodology as well as the significance of the study. The next chapter (Chapter 2) introduces the context of the study by discussing the public service of South Africa in brief and the general reforms that have been undertaken over recent years and thus post 1994. The chapter also focuses on public servants in South Africa public sector and how the reforms have affected them, often leading to high turnover rates.

2 CHAPTER 2 – Context

2.1 Introduction

The chapter describes the context of the study by first presenting the broad country setting. The chapter will then proceed to present the legislative framework that informs local government in the country. Thirdly, the public service administration and reforms are discussed in order to show the efforts that government has undertaken to improve efficiency, effectiveness and productivity in the public service. Staff turnover rates in the public sector are then discussed to show how they affect service delivery in South Africa. These rates are utilised to add impetus to the researcher's assumption that poor talent management strategies in the public service lead to high staff turnover rates. The chapter will close by introducing the City of Cape Town Municipality by looking briefly at its historical background, staff profile, talent management initiatives and HR functions related to the research topic in general. This chapter will not dwell on the historical background of South Africa as many researchers have done this before.

2.2 South Africa

South Africa has since 1994 transitioned from the system of apartheid to one of majority rule. The election of 1994 resulted in a change in government with the African National Congress (ANC) coming to power. The ANC returned to power with increasing majorities in the elections of 1999, 2004 and 2009.

Recent statistics indicate that the country's population stands at approximately 47.9 million. South African population is such that 77 per cent is indigenous African (with 52 per cent women), 11 per cent White, 9 per cent Coloured, and 3 per cent Indian and Asian (Kongolo & Bojuwoye, 2006:362). The emigration of skilled South Africans (mostly white South Africans) and the accompanying brain drain (Smith & Speight, 2007) has contributed to the underperformance of the public service, as it as it continues to lose required skilled and experienced personnel.

The country has three spheres of government (local, provincial and national government) as per the new constitution adopted in 1996. According to StatsSA, as at mid 2010 the public service, which takes into account employees within the three spheres of government, has approximately 1.3 million workers.

The sphere of local government, through municipalities, is mandated to see to it that the country's 48 million citizens have daily access to the following services:

- Electricity delivery
- Water for household use
- Sewage and sanitation
- Storm water systems
- Refuse removal
- Fire fighting services
- Municipal health services
- Decisions around land use
- Municipal roads
- Municipal public transport
- Street trading
- Abattoirs and fresh food markets
- Parks and recreational areas
- Libraries, other facilities and tourism.

In reality, the entire public service is battling to meet the functions stipulated above. The following diagram suggests that service delivery is major problem within the public service as has been observed by other researchers.

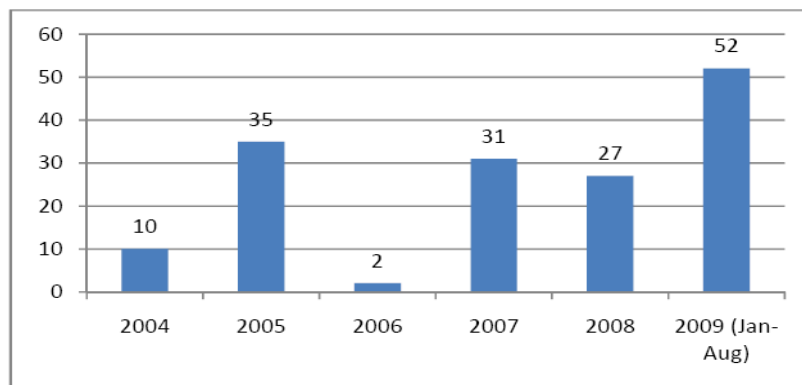


Figure 2.1: Service delivery protests (2004-2009). Source: Municipal IQ Municipal Hotspots Monitor

The democratically elected Government was faced with complex and extensive challenges. These challenges, which required reform, included *inter alia* a lack, by a significant proportion of the population, of access to basic services such as water (10,1% of the inhabitants in urban areas and 39,2% in rural areas), and a lack of proper sanitation (25,8% non availability in urban areas and 75,8% in rural areas). In the majority of the rural areas approximately eight million people from formerly disadvantaged communities lacked adequate sanitary facilities and only 50% of South Africans had access to water borne sewerage and approximately 15-16 million people did not have access to piped water. Even within the different provinces vast differences in service delivery could be identified e.g. in KwaZulu-Natal 88,2% of the rural population lacked access to basic sanitation services, whereas in the Western Cape the comparative figure is 13,6% and Eastern Cape 76,4% (Kuye, 2006:293).

Figure 2.1 above shows that in 2009, from January to August, South Africa experienced the highest number of service delivery protests in six years. There are numerous reasons for all these protests across the country, and the lack of adequately skilled employees by local governments contributes to slow and inefficient delivery of services, leading to these protests. Pycroft (2000) states that many municipalities have reported skills shortages as some of the more skilled and experienced municipal managers have left council employment.

Other reasons may be purely speculative, as little or no research has been conducted to suggest the contrary. These may include poor talent management strategies or lack of in the public service that lead to these protests. The issue of the capacity of the Public Service to improve as well as accelerate the rate at which it is delivering services to the country's citizens has come under the spotlight in the recent years. This has been influenced by, *inter alia*, the fact that the citizens are increasingly becoming impatient with having to wait for services that sometimes take longer to be delivered and even when delivered, at times fall short of the citizen's expectations.

2.3 Local government legislative framework

South Africa's constitution creates three spheres of governments. South Africa's local government, a sphere within the three spheres of governance runs in three forms of

municipalities discussed below. The City of Cape Town, of which this study is focused, is a Category A municipality. The following is a brief discussion of the three different kinds of municipalities in South Africa.

- *Metropolitan municipalities (Category A):*

Metropolitan municipalities exist in the six biggest cities in South Africa. They have more than 500 000 voters and the metropolitan municipality co-ordinates the delivery of services to the whole area. The following are metropolitan municipalities: Johannesburg, **Cape Town**, Ethekewini (Durban), Tshwane (Pretoria), Nelson Mandela (Port Elizabeth) and Ekurhuleni (East Rand).

- *Local municipalities (Category B):*

Areas that fall outside of the six metropolitan municipal areas are divided into local municipalities. There are a total of 231 of these local municipalities and each municipality is broken into wards. A ward councillor represents the residents in each ward.

- *District municipalities (Category C):*

District municipalities are made up of a number of local municipalities that fall in one district. There are usually between 3 - 6 local municipalities that come together in a district council and there are 47 district municipalities in South Africa.

2.4 The constitution

The Constitution commits public servants to serving all the people of South Africa by:

- Responding to people's needs
- Providing government services to all in a fair and unbiased way
- Working in a professional, honest and accountable way
- Using government resources efficiently, effectively and economically

The public service has to be developmental, transparent and must consult the people whenever necessary. The Department of Public Service and Administration (DPSA) sets the policies and framework for the public service at national and provincial level. It has been observed that this role may be extended to local government in the future.

The Constitution demands that the public service has to be broadly representative of the people and should use personnel practices that develop the potential of public servants. The crux of this dissertation is these personnel practices aimed at developing the potential of public servants and thus challenges around talent management.

South Africa has a well-established policy and legal framework for public participation and empowerment. Section 152 of the Constitution of the Republic of South Africa, (Act 108 of 1996) confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government. This obligation extends to the entire way a municipality operates and functions. It is not limited to structures such as ward committees.

The White Paper on Local Government of 1998 together with the Municipal Structures Act of 1998, amended in 2000 and the Municipal Systems Act 27 of 1998 details the duties of municipalities further. Active participation by communities has to be encouraged at four levels:

- As voters; to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote;
- As citizens; who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible;
- As consumers and end-users; who expect value for money, affordable services, and courteous and responsive service: and
- As organised partners involved in the mobilisation of resources for development via businesses, non-governmental organisations and community-based institutions.

The national government has continuously expressed its concern at the slow progress of delivery of essential services to all communities as well as delivery on the social and economic development agenda. Local government has in terms of the provisions contained in chapter seven of the Constitution been mandated with this responsibility. Section 196 empowers the Public Service Commission (PSC) to

promote the values and principles provided for in section 195 which, amongst others, provide that:

- A high standard of professional ethics should be promoted and maintained.
- Efficient, economic and effective use of resources should be promoted.
- Public administration should be development oriented.
- Services should be provided impartially, fairly, equitably and without bias.
- Peoples' needs should be responded to, and the public should be encouraged to participate in policy-making.
- Public administration should be accountable.
- Providing the public with timely, accessible and accurate information should foster transparency. Good human resource management and career-development practices, to maximise human potential, should be cultivated
- Public Administration should be broadly representative of the South African people, with employment and personnel practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

It is the last point above that this study shall seek to pursue. The fact that emphasis above is laid on the ability to perform in the public service or Public Administration is sufficient to qualify the necessity of this study.

2.5 SA public service staff turnover rates

The post-1994 public service faces enormous challenges, both in terms of its own transformation, and in terms of the services to be provided to the people of South Africa. Skills shortages exacerbated by a legacy of poor education; the ravages of HIV/AIDS and high levels of emigration have taken the war for talent to a new level in South Africa with the public service caught in the middle (Robbins *et al.*, 2009). In agreement here is Marriot (2001), who advocates that a key challenge facing organisations today is employee retention. The public service continues to struggle with retaining effective managers and employees with scarce skills, and these retention problems are perceived to be worsening, according to the Public Service:

Review Report (DPSA, 2008). Between April 2001 and March 2002, the South African Public Service lost 50 919 staff members, a turnover figure of 8.5%. However, the turnover rates in certain areas were far higher than this average figure; turnover rates were highest in the following categories:

- Computer Programmers: 33%
- Health Professionals (excluding nurses): 24.7%
- Nursing Professionals: 10.7%
- Computer Systems Designers and Analysts: 17.7%
- Physical, Mathematical and Engineering Science Professionals: 16.4%
- Physical and Engineering Associated Professionals: 12.4%
- Senior Management Services (Salary levels 13-16): 10%
- Middle Management (Salary levels 11 and 12): 11.2%

(Source: Limpopo Provincial Government, RSA circa 2007).

It is increasingly becoming a case of fighting a losing 'war for talent' for the South African public service. This is so because from March 2006 to February 2007 the Department of Local Government lost 12% of its staff members due to a variety of reasons and 6% of them were from Physical and Engineering Science Associated Professions while the rest were:

- Engineers: 10%
- Town and Regional Planners: 15%
- Land surveyors: 5%
- Industrial Technicians: 20%
- Spatial Planners: 5%
- Legal Administration Officers: 5%
- Media Liaison Officers: 5% (ibid).

According to PE Corporate Services (2001), in 2001 voluntary turnover in SA among skilled staff accounted for 63%, involuntary turnover accounted for 22% and 15% accounted for other factors such as retirement, pregnancy, and death. The South African public service suffered 22 % of women's turnover according to the Independent Communications Authority of South Africa (ICASA, 2003).

It is evident from the above statistics that South Africa's public service is not exempt from the raging war for talent, which is a global phenomenon. In fact, the war for talent is increasingly becoming fierce in South Africa, which is in the midst of a skills crisis. The next section shall look at vacancy rates within the South African public service. This is to highlight the problem of talent identification, which is a microcosm of talent management.

2.6 Vacancy rates in the South African public service

According to the State of Local Government Report (2009), there is an overall vacancy rate of 12% for senior managers in local government. It was also in the report noted that the competency levels for these critical (middle and senior municipal management) S56 and S57 positions (for example, technical heads of infrastructure and chief financial officers) are not regulated during the recruitment and selection processes. The report found that one tea lady at an unspecified municipality had been promoted to the level of a Chief Financial Officer. This example highlights the poor management of talent within the public service.

Thirty-five per cent of all unfilled Public Service posts are between levels 13 and 16, which is the highly skilled and senior management band. The 59% vacancy rate at deputy director-general level is particularly disturbing, as is the 42% vacancy rate in middle management. Six out of every 10-deputy director-general positions remain vacant. These statistics are very worrying since senior managers provide strategic direction and are directly accountable for service delivery. Public Service departments need to find innovative ways to feed their technical and leadership talent pipelines.

The vacancy rates, a critical aspect of talent management, in departments have proven to be one of the biggest challenges that are contributing to the problem of service delivery both within national and provincial departments (see Figure 2.2 below).

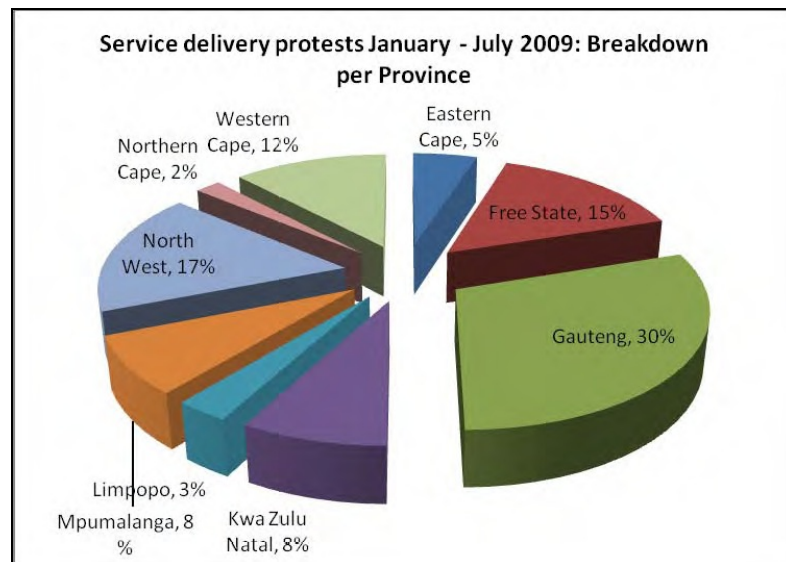


Figure 2.2: Service Delivery Protests by Province

Linked to this challenge to deliver is the slow rate at which departments are able to fill posts. In relation to the above, there is a commonly held view that the higher the number of vacancies in a department, the bigger the department's challenge to deliver on government's service delivery mandate. As a result, some departments have either resorted to or have been forced to rely heavily on the services of consultants to make up for the capacity gap. This approach can be fairly costly and such over reliance does not actually have a sustaining effect in filling capacity gaps within a department.

Several factors are present in many public sector organisations that are barriers to effective succession planning, including:

- The assumption that your employees' retirement options are a "don't ask, don't tell issue."
- The perception that predetermining the best candidate for a position resembles favouritism.
- The principle of seniority as the primary factor in promotions in both union and non-union environments.

2.7 Talent management landscape in the South African public service

Public service departments operate in an increasingly competitive environment when it comes to acquiring talent in a range of scarce-skills categories. Byham *et al.* (2002) argue that an increasing number of organisations face shortage of leadership at both

the executive and general management levels. This shortage is driven by a number of factors, including rapid growth, a dramatic rise in retirements, poaching of key people by competitors, and the difficulty of retaining talented people.

The public service inherited by the new South African government in 1994 was designed to promote and defend the social and economic system of apartheid and was geared to serving the material needs and interests of the minority. Structured along mechanical, closed models of public and development administration, the principle features of the apartheid bureaucracy included rigid racial and ethnic segregation, a serious lack of representativeness, fragmentation and duplication, corruption and mismanagement of resources, poor and out-dated management practices, a regulatory bureaucratic culture, lack of accountability and transparency, poorly paid and demotivated staff and conflict-ridden labour relations (Bardill, 2000).

Public sector organisations have experienced an unprecedented rate of change in recent years, causing many to debate what constitutes effective leadership in their context. There are signs that this debate has widened to include talent management. Faced with a gamut of new challenges, many public sector organisations have serious doubts about their on-going leadership capability. Health, central and local government organisations in particular are considering whether talent management can help them recruit, nurture and develop the next generation of public leaders. A recent review by the DPSA of the extent to which the HRD Strategy has made an impact on the base conditions provides a useful indication of the progress made on key HRM elements. The review found that poor career planning and low levels of integration with life goals and the personal and professional aspirations of employees continue to persist for a variety of reasons, including the lack of succession planning and the tendency to ignore the future and focus on the present. The public service continues to struggle with retaining effective managers and employees with scarce skills, and these retention problems are perceived to be worsening, according to the review.

2.8 Public service reform efforts review

Reform never goes out of style (Caiden & Sundaram, 2004:373) in the public service. These commentators mean that like change, reforms are always a common scenario

within the public sector. The Public Service Commission (PSC) Report of 2004 represented a decade of public service reform, whilst simultaneously providing a feasible roadmap for added reform. Kuye (2006:303-309) identified nine principles in the report. These will serve as the background for this section on the review of the reform initiatives since 1994.

- **Principle one: The promotion and maintenance of high standard of professional ethics**

Even though numerous attempts have been made since 1994 to cut back corruption and other malpractices, the desired outcomes are yet to be realised. After ten years it has been found that both national and provincial departments take too long in some instances to address cases of professional misconduct. However, on the national sphere, the successes have been better than on the provincial government sphere (PSC, 2005:12).

- **Principle two: promotion of effective and efficient utilisation of resources**

This principle focuses on service delivery. This clearly indicates that reform must consider both the human beings in the structure and the way in which services are delivered. Various studies had been undertaken by the PSC in the period 2000 to 2004 to improve the efficiency and effectiveness of service rendering. However, it appears as though these studies were done on makeshift basis and often at the appeal of particular departments.

The end result is that the qualities of service rendering have not been dealt with in entirety. Meticulous attention should still be paid to performance management and ways and means to integrate this system into normal public service routines (PSC 2005:18).

The Scarce Skills Development Strategy for the Public Service (2002), to some extent in line with the above principle, also recognised that high growth rates in employment and demand are expected in respect of legal professionals, chartered accountants, agricultural scientists, engineers, veterinary surgeons, science technicians, health professional and information technology personnel. The strategy called for urgent retention strategies in these areas.

- **Principle three: public administration must be development oriented**

The Constitution requires of public administration to be development oriented. Any reform of the public service, therefore, has to include efforts to achieve this goal by improving the living conditions of those members of society who had been underprivileged.

Administrative arrangements have to be adapted to reduce the gap between the first and second economies and narrow income disparities. In this regard regular feedback is required to determine the degree of adjustment obtained. The *National Spatial Development Perspective* (PSC, 2005:19) was developed in 2003, to provide guidelines for development in specific areas. However, by 2005 it was not clear to what extent these perspectives had been promoted. Furthermore, it became obvious that reform processes should be monitored repeatedly. The absences of such actions are damaging to the implementation of the developmental function entrusted to the public service (PSC 2005:19). The lack of monitoring is particularly apparent in the poverty mitigation projects. Such projects are rarely prioritised or wrong strategies are followed to perform the required actions needed to accomplish the development goals. Two examples could be quoted as proof of successes with the developmental goals viz the establishment of community development workers and the introduction of the Expanded Public Works Programme.

The emphasis on a development oriented public service should be well-managed and best practices employed to achieve the relevant goals. It can safely be pointed out here that the best practices mentioned here may and should include talent management.

- **Principle four: impartial, fair and equitable services without bias**

It has been regularly considered that one of the core objectives of the public service is to provide *public services*. Reform of the public service, as alluded to earlier, is ultimately aimed at improving service delivery with a proviso of impartiality and fairness, but also improving accessibility to services. *Batho Pele* (People First) was one of the first initiatives to attempt to improve the quality of public services. Fairness and reasonableness in the actions of public employees have been attended to in the *Promotion of Administrative Justice Act, 2000* (PSC. 2005:23).

- **Principle five: response to people's needs and participation in policy making**

Democratising the South African society does not imply simply introducing political democracy through regular free and fair elections. It also requires civil society to be involved in expressing their views (and will) on the kind of services they prefer, which should be embedded in public policies. Involvement of civil society and trade unions will also increase the acceptability of policies and ensure their successful implementation. Participatory governance will require government departments to reform their processes to provide for this type of intervention. It appears as though a small amount of departments have as yet developed clear guidelines for such intervention (PSC. 2005:28). In many cases the public participation is *ad hoc* and informal. This inhibits comprehensive participation in policies aimed at improving services to society according to its needs.

- **Principle six: accountable public administration**

It could be argued that democracy depends on two important pillars: free and fair elections as one pillar and public accountability as the other pillar. In this particular case the latter requirement is addressed, as accountability should be a continuous activity.

Accountability for reform should not only be required by the legislature, but also by civil society concerning the way in which administrative actions are performed. In this regard, the *Promotion of Access to Information Act, 2000*, is of particular importance.

Under spending of allocated funds could indicate under-performance and non-attainment of reform goals. Therefore, departments should render account concerning the reasons for under-spending. Greater emphasis is required on the achievement of programme goals. Simultaneously, indicators are required to be able to measure the attainment of goals.

The Auditor-General appointed in accordance with the *Public Audit Act, 2004* (Act 25 of 2004) is one of the most powerful institutions Government and Parliament (and civil society) have to enforce public accountability. In some cases the Auditor-General

has been compelled to submit qualified reports on the affairs of particular departments in four consecutive years as a result of non-compliance with audit requirements. This clearly indicates a lack of public accountability on the part of such departments (PSC 2005:31). In 27% of the cases the Auditor-General reported that lack of policy guidelines resulted in goals not being achieved (PSC.2005: 31).

A head of department is usually the accounting officer and is accountable for the administrative structure and sound management of the particular department. From investigations by the PSC it appears as though a number of heads of department do not comply with the requirements regarding account rendering (PSC.2005: 32). This indicates a deficiency in the public sector as it prevents the Auditor-General and ultimately Parliament from being informed of malpractices in a department and an opportunity is lost to enforce public accountability. It is clear that the enforcement of public accountability requires particular attention.

The implementation of effective management systems is a key step in achieving this objective of public accountability by public institutions to ensure that reform objectives are met.

- **Principle seven: fostering transparency through timely, accessible and accurate information**

Transformation initiatives should be clearly evident to the citizens of a country. Support for alteration can be greatly improved if civil society, trade unions included, is informed and could easily gain admission to the reasons for new reformed policies and could also establish how such policies are implemented. As already alluded to, *Batho Pele* is one of the major White Papers aimed at improving the role of the clients of departments as beneficiaries of services. Principle seven builds onto this, by emphasising the need for accessibility to information to prevent new initiatives from being developed.

Principle Seven identifies *inter alia* the need for uniform reporting systems and report compositions. It was found that 19 government departments failed to link their reports to performance information or to budgets and plans (PSC. 2005:35). Insufficient detail prevents customers from establishing the performance of a department. To avert this deficiency, Government embarked on a long-term project to create a

Government Wide Monitoring and Evaluation System (GWM&ES) to provide trustworthy data concerning the progress of departments (PSC. 2005:35). These objectives concerning monitoring and evaluation will only be realistic if uninterrupted attention is paid to performance management information, linked directly to the annual and other reports. Regular talent management reports can be useful in this regard as well.

- **Principle eight: good human resource management and career development practices aimed at maximising human potential**

One of the key challenges the public service faces is the consolidation of the transformation processes and the maximisation of its human resource potential. This observation is one of those reasons that prompted this study. As the biggest employer in the country, government is a major role player in human resource utilisation.

Therefore, to attain the required rate of reform, Government should pay particular attention to creating an environment that is conducive to sound human resource practices. Gender equity is one of the serious challenges that can hinge on poor talent management strategies in local government. A case in point is a finding in the State of Local Government Report of 2009 that gender equity in senior positions is very poor. For example, in the report found that in the Western Cape, out of 30 municipal management posts, a woman in Bergrivier local municipality has filled only one.

Decentralising governmental activities to the lowest possible level of service rendering implies that particular attention should be devoted to its human resource capital on all three spheres of government. There are, however, factors that could hamper effective service delivery for example, lack of information technology skills and the effects of HIV/AIDS on career development. Recent studies indicate that just more than 10% of the public service may be infected with HIV going unattended in South Africa (PSC. 2005:38).

Recruitment and retention of professional staff are major challenges facing the public service in South Africa as earlier observed in this dissertation. The lack of sufficient funds results in a loss of professional staff. This in turn has a negative effect on the

efforts to maintain some reform initiatives for example, in medicine, finance and the development disciplines (PSC. 2005:39).

It should be obvious that for future developments in human resource management particular attention should be paid to assessments and evaluations; career pathing; performance management and retentions; and conditions of service. It could be argued that sound human resource management is one of the most significant factors that could promote reform, but if handled incorrectly could hold back reform initiatives as argued by (Kuye, 2006).

- **Principle nine: public administration must be broadly representative and based on ability, objectivity, fairness and redress of imbalances**

As argued earlier, reform is an on-going process. However, the major changes through the extensive transformation of the public service after 1994 should be consolidated to obtain constancy in the public sector. Democratising the public service should therefore, venture to stabilise the system. The focus should not only be on numerical adjustments, through affirmative action, but should also consider the implementation of resonant processes and practices to ensure continuous and high quality service delivery.

Reform started soon after 1994 to restructure the public service. It is important to ensure that in future the vibrant driving force for improving the public service should be a representative public service with a productive capacity. A clear link between affirmative action and human resource planning is required and responsibilities should be assigned for the achievement of specific targets. Reform of the human resources should ensure that gender, racial and cultural diversity is fostered in the public service. Success in reform is largely dependent on the human resources' availability and utilisation as observed by (Kuye, 2006). This observation is shared by this study that talent management challenges in the public service be continuously studied and recommendations for improvement passed accordingly.

2.9 Background to the City of Cape Town municipality

The amalgamation on 6 December 2000 of Blaauwberg Municipality, City of Cape Town, City of Tygerberg, Helderberg Municipality, Oostenberg Municipality, South

Peninsula Municipality and the Cape Metropolitan Council saw the birth of the City of Cape Town Municipality (www.citi.org.za).

Cape Town's local government has since then been the City of Cape Town Municipality, which is a metropolitan municipality as indicated earlier. Cape Town is governed by a 210-member city council. The city is divided into 105 electoral wards; each ward directly elects one member of the council, whilst the other 105 councillors are elected by a party-list proportional representation system. The Executive Mayor and Executive Deputy Mayor are chosen by the city council. At the end of 2010, the population of Cape Town was estimated to be approximately 5,790,004.

The City of Cape Town, at the time of the field study had a staff complement of 24 352 across its all departments (see appendix E). The following (Figure 2.3) is diagrammatical representation drawn from the figures depicted in appendix E of the City of Cape Town staff profile.

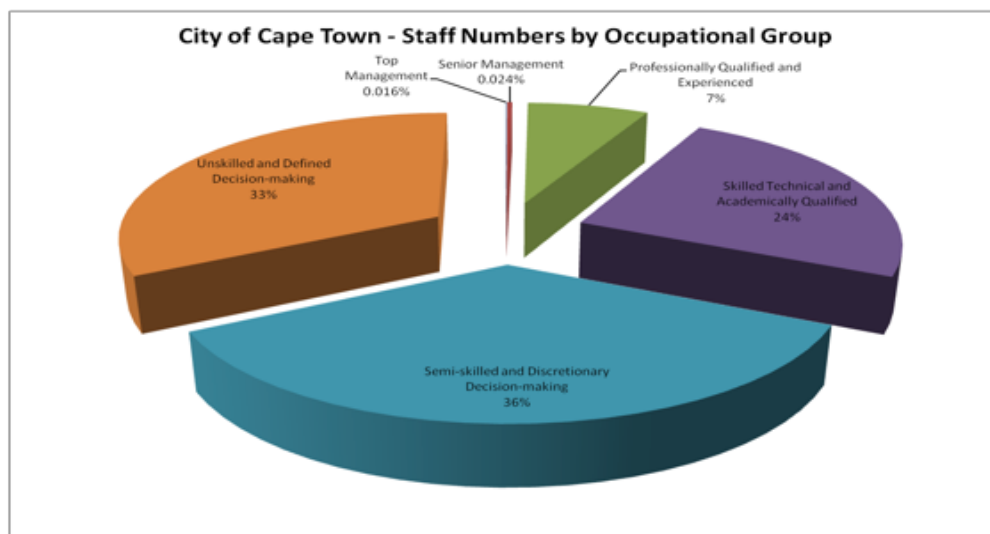


Figure 2.3: Staff Numbers by Occupational Group (City of Cape Town)

It can be concluded from the diagram that a large proportion (69%) of the staff at this municipality is semi-skilled and unskilled. This therefore adds an impetus to the study's assumption that poor talent management in the public service leads to turnover and in some instances, intention to turnover. Intention to turnover as has been observed in chapter three of this study does lead to poor performance resulting from low morale. A large municipality in the stature of the City of Cape Town should

at least be staffed by 50% skilled and professional people and not as it is the case represented by Figure 2.3 above.

Figures represented in appendix E, do suggest that a total of 14 638 out of the staff complement of 24 352 comprises of top management (12), senior management (72), professionally qualified and experienced (5932), and semi-skilled and discretionary decision-making (8622). A closer scrutiny to these figures does suggest a rather gloomy picture at the City of Cape Town. A mere 24.4%, represented by (5932) above, of the staff at this municipality is professionally qualified and experienced.

2.10 Staff turnover rates at the City of Cape Town

The following sub-section shall look at the staff turnover rates at the City of Cape Town for the years 2007, 2008 and 2009. Turnover and intention to turnover have been extensively covered in the previous chapter and it must be reiterated here that the two variables are at the heart of this study. Turnover rates are a serious problem facing talent management in many organisations as has been observed in chapter two. The following Figure 2.4 shows staff turnover rates at the City of Cape Town.

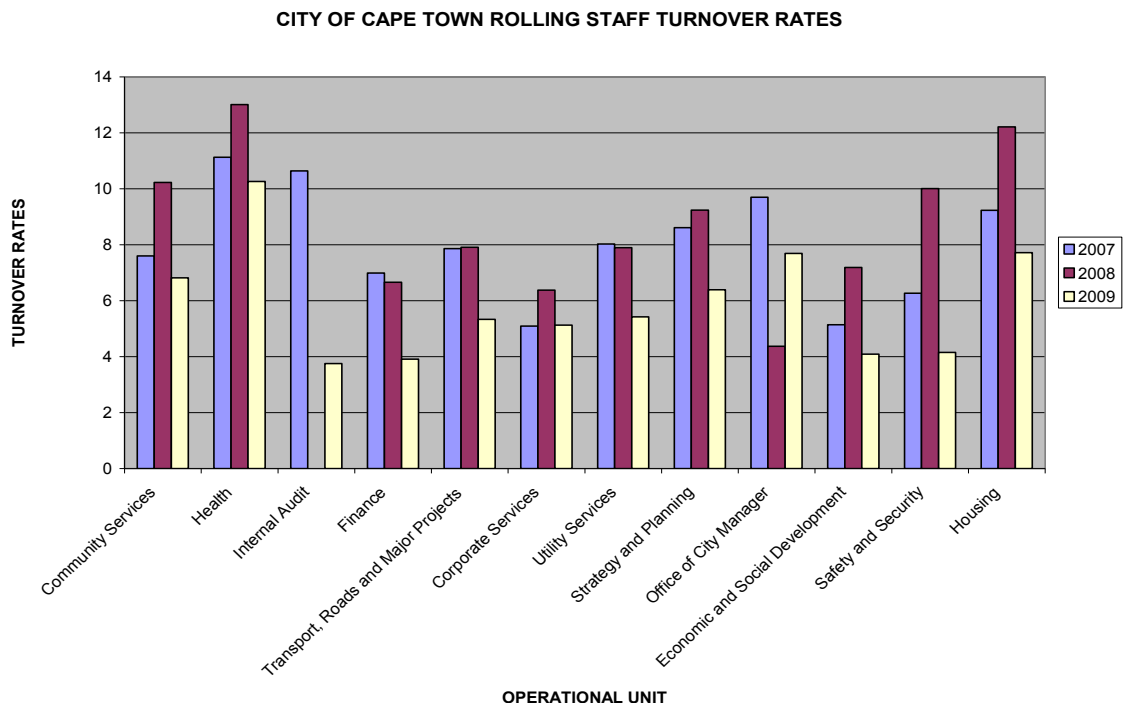


Figure 2.4: City of Cape Town Staff Turnover Rates

A quick look at the figures show that 2007 and 2008 were the worst years for the City of Cape Town, as so many qualified employees left the organisation. The

hardest hit departments were health, housing and strategy and planning. The study would have been so successful had it managed to gain access to the reasons for this turnover rates.

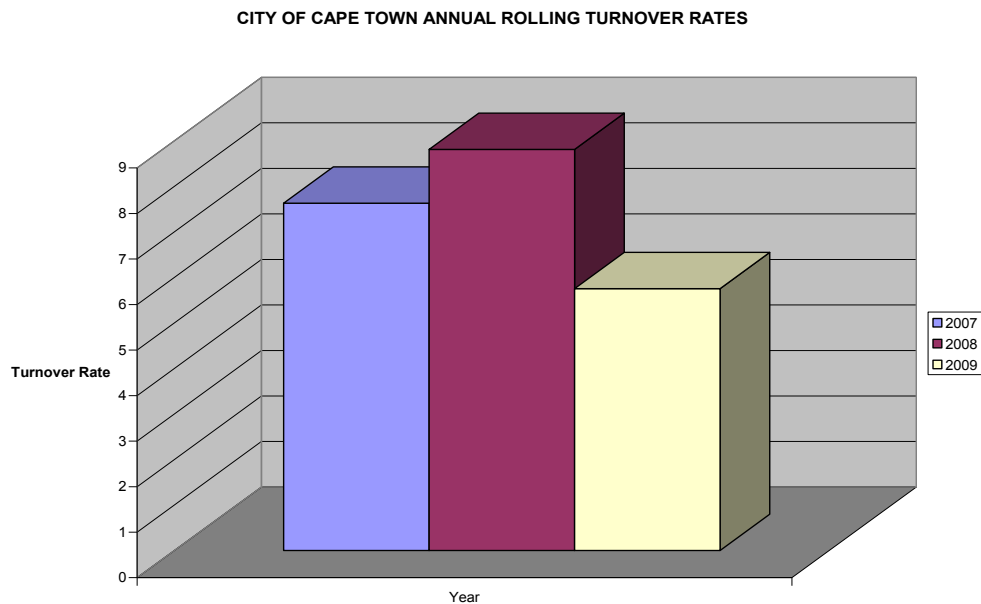


Figure 2.5: Annual Rolling Turnover Rates 2007 - 2009

Figure 2.5 above shows the turnover rates for the three years indicated and discussed in Figure 2.4 earlier. It is abundantly clear that the City of Cape Town experienced high staff turnover rates in 2008. Again, the reasons for this are yet to be established as the study failed to gain access to reasons for this exodus.

2.11 HR functions and talent management initiatives at City of Cape Town

The City of Cape Town has a Training and Development Department, which operates on an annual budget of 50 million Rand (according to one of the research participants interviewed, Ms Ntubane). This is by no means a small budget aimed at nurturing and developing talent that populates the municipality under study.

Coupled to this training and development initiatives, the municipality, at the time of the research, had produced a draft document that will aim at looking at talent management at the municipality. The contents of the draft will not be discussed in greater detail in this study for the obvious reasons that it was still at the draft stage and had to go through various processes and stages before it could be adopted. It is

worth noting, however, that such initiatives aimed ensuring that talent management is infused within the HR initiatives is a welcome development and the City must be commended for taking a lead ahead of the rest of municipalities in the country. Some of the areas of interest in the document shall be highlighted under the document analysis heading in Chapter 4 of this study.

2.12 Conclusion

This chapter has successfully introduced the context under which this study will be carried out. It has introduced the general climate within the South African public service by looking at staff turnover rates within this sector. The chapter has introduced the site of the study in the City of Cape Town Municipality. Particular attention has been directed to the City of Cape Town by looking briefly at the staff complement and the turnover rates for the past three years to highlight the problem of talent management at this municipality.

3 Chapter 3: Literature review

3.1 Introduction

Chapter three contains a discussion of the research that has been published on the subjects of TM, pay satisfaction, job satisfaction, organisational commitment, turnover and intention to turnover, talent retention, tenure, motivation, as well as some of the relationships between the concepts that emerge from the literature.

The above-mentioned variables will be studied as they relate are dependent to the topic under study. The talent management domain does carry with it issues of pay satisfaction, organisational commitment turnover and the reasons thereof and such. It was vital for the study to gain insight into these concepts as they are somehow intertwined to the reasons why employees decide to stay or leave their organisations.

3.2 Definitions of talent management

This section will look at the definitions of talent management and what scholars say about them. It is important to look at these definitions because it is vital for this study to track the different definitions of this concept since its origins late in the 1990s. Talent management is not a new concept and has in fact been called human capital management, employee relationship management and workforce management, among others, over the years by different scholars. It is increasingly becoming complex to identify the precise meaning of “talent management” because of the confusion regarding definitions and terms and the many assumptions made by authors who write about talent management. The terms “talent management”, “talent strategy”, “succession management”, and “human resource planning” are often used interchangeably. For instance, the following statements regarding processes for managing people in organisations are but a few examples:

“...ensure the right person is in the right job at the right time” (Jackson & Schuler, 1990) cited in (Lewis & Heckman, 2006:140);

“...a deliberate and systematic effort by an organisation to ensure leadership continuity in key positions and encourage individual advancement” (Rothwell, 1994) also cited in (Lewis & Heckman, 2006:140); and,

“...managing the supply, demand, and flow of talent through the human capital engine” (Pascal, 2004) also cited in (Lewis & Heckman, 2006:140),

While each of these terms focuses on managing employees, their apparent similarity obscures the problem that the first definition refers to an outcome, the second to a process, and the third to a specific decision. Thus, the terms in the talent management discourse – which centre on the effective management of employee talent – are not clear and confuse outcomes with processes with decision alternatives.

The complexity in giving the precise meaning of talent management is due to the fact that, there seems to be numerous variations of the definition and terms used by researchers in this field. The definitions appear to be into three distinctive meaning of talent management (Lewis & Heckman, 2006:140).

In the first perspective of talent management definitions; the focus is on the concept of talent pools. Researchers from this group, view talent management as a set of processes designed for the purpose of ensuring that there is ample flow of skilled and competent workers to sustain the needs of the organisation (Cohn, Khurana & Reeves, 2005; Griffin, 2003; Kessler, 2002). The talent management processes in this instance are carried out with the explicit mission of recruiting, developing and retaining talent in order to build up a large enough pool of talent to fill current and future vacancies. This is often parallel to the processes of succession planning or workforce management; ensuring the progression of people through positions due to organisational demands, production needs, staff turnover, organisational growth and cutbacks.

The second group of definitions centres on talent in general. In this group, employees are categorised according to value (level of talent) to the organisation. Researchers belonging to this group recommend that talented employees should be managed according to their performance levels. Highly competent employees are sought, hired

and differentially rewarded in order to retain their skills (Buckingham and Vosburg, 2001; Chambers, Grandossy & Kao, 2004; Huselid, Beatty & Becker, 2005; Tucker, Kao & Verman, 2005 cited in Lewis & Heckman, 2006). One key and imperative approach of this group of definitions is that it classifies workers by performance level as 'A', 'B' and 'C' players ostensibly to indicate top, competent and bottom performers respectively and it also encourages the development of an 'A' star performer, the retention of 'B' players (Chambers, 1998; Chambers *et al.*, 2001), Ulrich, 2004 cited in (Meyer & Botha, 2004:425). The emphasis from this perspective is on attraction and retention of top talent in the organisation and reward is well advocated for here.

In comparison to the A, B, C rankings approach discussed above, rather than simply ranking talent, Zuboff introduces market issues into the decisions to be made with respect to talent. Her "difficult-to-replace" dimension is a labour market factor whereas the "value-added" dimension is a customer-related factor. In agreement with this observation is (Lewis & Heckman, 2006:145) who argue that talent can be categorised as valuable, rare, and hard-to-imitate. This provides a very different way of organising thoughts regarding talent. Suppose, for instance, that an organisation's "A" players are predominantly in the bottom left quadrant of Figure 3.1 below.

| | | |
|-----------------------------|---|--|
| Difficult to replace | Difficult to replace Low value added | Difficult to replace High value added |
| | Easy to replace Low value added | Easy to replace High value added |
| | Value added | |

Figure 3.1: Talent classified by difficulty-to-replace and value (adapted from Zuboff, 1988)

This approach appears to be more strategic than the ones reviewed earlier because it is more responsive to the conditions faced by the organisation (an element of the models of both Tichy *et al.* (1982) and (Jackson & Schuler, 1990) largely not

apparent in system-level or strategic framework they have failed to outline how this should occur (Jackson & Schuler, 1990 cited in Lewis & Heckman, 2006:144).

Last but not least, the third group of definitions views talent management as a set of HR department practices or functions, such as recruitment, selection, development and performance appraisal (Byham, 2002; Fegley, 2006; Hartley, 2004; Mercer, 2005; SHRM, 2006). Scholars from this standpoint view talent management as a set of integrated HR processes that need to be aligned with organisational strategy in order to ensure that human capital is able to meet organisational targets.

In order to include the organisational outcomes aspect, SHRM (2006:1) defines talent management as “the implementation of integrated systems or strategies designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilising people with the essential skills and competencies to meet the current and future business needs”. Meyer & Tuck (2004) come closely to SHRM’s definition because they view talent management as “an active management system used by organisations to identify, capture, utilise, develop, grow and nurture the talent of employees to the benefit of the work team and the organisation at large”.

The two closely related definitions envelop several important aspects of talent management:

- It is an on-going systematic process of organisational practice;
- It must be aligned with organisational strategies;
- The process is focused on retention of skilled people with high potential; and
- It is outcomes-based, as it aims at enabling organisations meet their strategic foundations in the vision, mission and values.

The three groups of talent management definitions advocate the use of various HR processes that are aligned to organisational strategies to be used with the sole purpose of continually improving organisational success. It must be pointed here that the SHRM (2006) and Meyer & Tuck (2004) definitions will be used to form the crux of this dissertation as variables like pay satisfaction, organisational commitment, turnover and intention to turnover, retention will be discussed in the subsequent sub-sections of the literature review.

3.3 Current state of TM definitions

This section will look at the latest developments regarding the definitions of talent management. This is because as a domain within HRM, talent management definitions will continue to evolve with time. For instance, Schweyer (2004) cited in (Brewster *et al.*, 2008:15-16) view talent management as the sourcing (finding talent); screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background checking etc. of applicants); on-boarding (offer generation/acceptance, badging/security, payroll, facilities etc.); retention (measures to keep the talent that contributes to the success of the organisation); development (training, growth, assignments, etc.); deployment (optimal assignment of staff to projects, lateral opportunities, promotions, etc.) and renewal of the workforce with analysis and planning as the adhesive, overarching ingredient.

It can be seen from the above definition that talent management is the use of integrated set of HRM activities to ensure that an organisation attracts, retains, motivates, and develops the talented people it needs now and in the future. It is vital to note here that the concept not only enhances the value of outsiders, but also looks at the talent in an organisation already in existence.

The three perspectives on talent management that emerged from the literature reviewed are similarly unsatisfying to commentators of this observable fact. According to Lewis & Heckman (2006), defining talent management in terms of the functions of traditional HR executed more quickly, adds nothing to the understanding of how to “manage talent”. Managing recruitment, selection, and staffing via the internet may require the addition of some new skills to an HR generalist's or recruiter's skill set, but does not fundamentally change the principles underlying good recruiting, selection, and staffing. Thus the first use of talent management is redundant. Perhaps it serves the purpose of re-branding HR practices to keep them seemingly new and fresh, but it does not advance an understanding of the strategic and effective management of talent.

The second perspective simply repeats much of the work done in succession and workforce planning and therefore fails to advance the theory or practice of HR. That is not to say that advances in succession management techniques or a closer

integration with the organisational staffing models developed in the management sciences would not be profitable (ibid).

In fact, the researchers feel the succession planning work driven by HR could benefit greatly from reviewing that literature. The basic suggestion here is that calling these approaches “talent management” causes the same problems as the first perspective; it provides no incremental understanding and is therefore unnecessary (ibid).

The third perspective of and is perhaps the most problematic, according to Lewis and Heckman, (2006). On the one hand it is an appealing message on at least two levels. The suspicion here is that the vast majority of HR practitioners would resonate to the following quote, “If we deal only with programmes and processes, then we never touch what is ultimately our greatest strategic differentiator: The talent inherent in each person, one individual at a time” (Buckingham & Vosburgh, 2001:18). The preceding section on the definitions of talent has provided little or no detail as to how talent can and must be managed.

3.4 Talent management strategies

This sub-section will attempt to provide evidence emanating from available literature as to how to handle talent management in organisations. The challenge for South African companies, as well as the public sector, it can be mentioned, is to develop and implement talent management strategies to ensure that talent is optimised in organisations. Ulrich, (2003) has suggested the following five ways to ensure that competencies are results driven. These are:

- **Focus on the future.**

Ulrich (2003) argues here that direction is strongest and most clear when competencies explain not only what or how we are to do something, but why. Competencies should focus on the future and what needs to be done not on the past and what has been done. Processes like succession planning and management, acceleration pools and career pathing come to the fore here and shall be discussed at length later in chapter.

- **Define measurable behaviours and results.**

When put into behavioural terms, competencies with a results focus, competencies can be tracked and measured. Put simply, when employees understand what they need to do and receive consistent, measurable feedback on their behaviours, they are able to change and align behaviours with the goals of the organisation.

- **Specify behaviours that can be learned.**

Leaders who define and then invest in desired behaviours rather than general personality traits increase the probability of successful growth. The researcher argues here that organisations, private or public, have individuals that are unique in their behaviours and in most cases these behaviours are suitable for the vision, mission and overall goals of organisations. It is imperative, according to this commentator that these behaviours are singled out as important to be passed on to other individuals in organisations.

- **Tailor competency models to organisation goals.**

Competencies should be focused on individual behaviours required to help a specific organisation reach its business goals. These behaviours make organisations different and unique from others. It is important, according to Ulrich, to constantly revise your recruitment and selection techniques so that the competencies specified in the job advertisements can reflect the matching of organisational goals.

- **Integrate competency development as a leadership responsibility for all managers.**

For competencies to have impact, the leaders of the organisation must emotionally and intellectually own them. If leadership does not care, nobody cares. When competencies are appropriately defined with the active participation of the leadership, it is relatively straightforward to align recruiting, performance management, training and development, and reward practices to build and reinforce key-valued behaviours. Meyer & Botha, (2004:426) believe that Ulrich's five main ways of ensuring that competencies are results-driven can further be solidified by adding the following:

- **Identification of high potential individuals.**

They believe that they 'bubble up' theory where it is maintained that the best leaders inevitably move upward presumably through promotion and gain the skills and experience needed to meet the increasingly complex challenges of contemporary organisations is not the way to go. So they suggest that "A" players should be identified early and development done on them for the long term benefit of their organisations. It can also be argued strongly here that the 'bubble up' theory is prevalent with the public service around the world. People are promoted due the length of time they have stayed within the public service and it is often assumed that they will gain skills and knowledge much needed in the organisation.

- **Cast a wide net in choosing people to be developed.**

The scholars argue here that organisations cannot afford to miss good people, wherever they are and that is across departments and divisions in organisations. Although relatively young individuals will be the primary source for acceleration pools, leaders in their twilight of their careers should also be taken into consideration. Acceleration pools shall be discussed briefly later in this chapter, as they are an emerging strategy for talent retention.

- **Accurately select the talent to bring into the organisation.**

This should be done only once key competencies have been identified to be missing in the organisation are needed in the immediate future as everything hinges on the developed ability of the organisation's talent. Ulrich (2003) warns that identification of talent within and outside the organisation is of paramount importance here. The importance of recruitment and selection has never been more needed than in the sphere of talent management

- **Maximise talent value to the business through performance management.**

Meyer & Botha (2004) posit here that organisation's performance management system should highlight the application of talent management in the workplace. They

also maintain that star performers should be rewarded accordingly. This is where the process of pay satisfaction fits in and this shall be handled in detail in the later section.

- **Integrate talent management with all HR processes.**

Under here they cite processes such as succession planning and career management; recruitment and selection; training and development. Succession planning and management (SP&M), coaching and mentoring and acceleration pools shall be discussed separately in some detail later in this chapter.

A conclusion can be drawn here that talent management enables organisations to rapidly align, develop, motivate, and maintain a high-performance labour force. Organisations can establish and communicate critical corporate goals, measure performance improvement, and ensure that all levels of the organisation are aligned to attain critical business or organisational objectives. It can therefore be concluded that there are six dimensions of talent management as shown in Table 3.1 below (talent management dimensions and their descriptors).

Table 3.1: Talent Management Dimensions and their Descriptors. Source: IBM Institute for Business Value/ Human Capital Institute

| Talent Management Dimensions | Descriptors |
|-------------------------------------|---|
| Develop strategy | Establishing the optimum long-term strategy for attracting, developing, connecting and deploying the labour force. |
| Attract and retain | Sourcing, recruiting and holding onto the appropriate skills and capitalise, according to business/organisational needs. |
| Motivate and develop | Verifying capabilities are understood and developed to match business requirements, while also meeting people's needs for motivation, development and job satisfaction. |
| Deploy and manage | Providing effective resources deployment, |

| | |
|-----------------------|--|
| | scheduling and work management that match skills and experience with organisational needs. |
| Connect and enable | Identifying individuals with relevant skills, collaborating and sharing knowledge and working effectively in virtual settings. |
| Transform and sustain | Achieving clear measurable and sustainable change within the organisation, while maintaining day to day continuity of operations |

In closing, talent management seems to be the new phrase designed to re-package standard solutions to HR challenges (select, staff, and develop “talent” well) or to stress the need to respond to demographic changes (Lewis & Heckman, 2006).

3.5 Turnover

The next section will discuss turnover as the concept is strictly attached to the research objective of why the public sector fails to attract, and even if they manage to attract top talent, they fail to retain it. Retention is one key concept that featured predominantly in the three groups of definitions of talent management discussed earlier in this chapter. It is therefore, relevant at this juncture to interrogate the concept of turnover as the end result of failure to retain talent in organisations.

Turnover clearly involves employees leaving their jobs or their organisation, but different definitions of turnover have been espoused by different scholars. Some authors define turnover as a process whereby employees leave or transfer within an organisation (Robbins *et al.*, 2009:18) or any job move – either leaving the organisation or leaving the profession. Some authors differentiate between different types of turnover. Turnover, for example, can be either voluntary or involuntary. Voluntary turnover, according to Dalton, Krackhardt & Porter (1981) and Park, Ofori-Dankwa & Bishop (1994) can either be dysfunctional or functional. Dysfunctional turnover refers to a situation where the employee wants to leave the organisation but the organisation still needs him/her. Functional turnover refers to a situation where the employee wants to leave the organisation but the organisation is not concerned,

perhaps because the employee is not a good performer or has poor personal record. Turnover, therefore, refers to employees who leave their organisations either voluntarily or involuntarily.

3.5.1 Factors contributing to turnover

Different scholars have given several reasons for employee turnover over time. Employees can decide to terminate their services with the organisation because they have found a better paying job, a job that geographically suits them better than their current job, they want to advance their career, or it could be due to retirement, death or retrenchment (Huselid, 1995). Stress and salary have also been identified as reasons for turnover amongst pharmacists (Mott, 2000). Taylor (2002) contends that the reasons for turnover fall into four major categories: 'pull-type causes', 'push-type causes', unavoidable causes and involuntary turnover. Pull-type resignations are due to the positive attraction of alternative employment due to factors such as higher pay, long-term career opportunities, more benefits, and more job security, less work pressure, opportunity to work overseas or more convenient hours. Push-type factors occur because an employee believes that there is something wrong with their organisation and therefore leave for a better job with the hope that their working life will improve. Examples of push factors include dislike for the current organisational culture, disapproval of changed structures or personality clashes. Unavoidable causes of turnover include retirement, illness, maternity and relocation. The figure below shows factors contributing to turnover in organisations as espoused by Carrel *et al.* (1995) and this in support to Taylor's (2002) reasoning of what contribute to turnover in organisations.

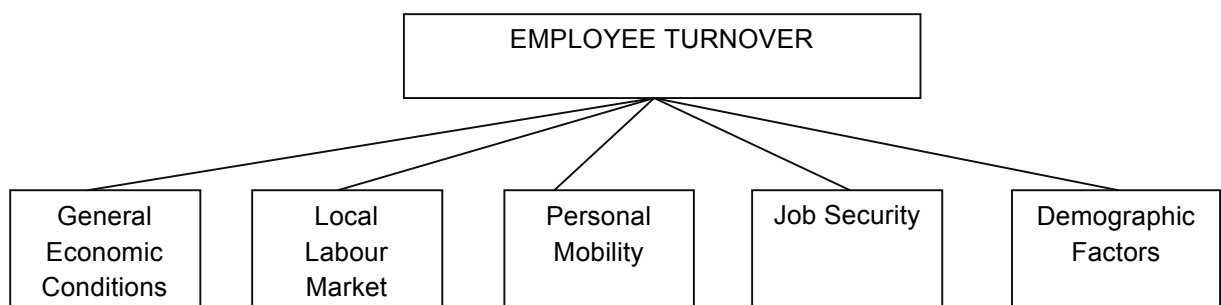


Figure 3.2: Factors contributing to turnover

In Figure 3.2 above Carrel *et al.* (1995) expand on Taylor's (2002) viewpoint by stating that the causes of turnover are a complex mix of factors both internal and

external to the organisation. The figure shows the various factors that have been determined to affect the turnover rate. General economic conditions have a crucial bearing on the overall availability of jobs. Thus, turnover closely follows economic swings; turnover is generally high during periods of growth or prosperity (when jobs are in abundance) and low during recessions. Another factor that affects turnover is the local labour market, which is determined by both the local economic conditions and the supply-demand ratio for specific kinds of occupations and professions in that labour market. Personal mobility or the extent, to which one is bound to a particular area because of family or other social ties, is also a factor in deciding whether to leave a particular job. Employees who perceive a low degree of job security in their present jobs may be motivated to seek employment in organisations where they believe a greater degree of security exists. Finally, several demographic factors have been linked to the high turnover. Employees with a propensity to quit are young employees with little seniority who are dissatisfied with their jobs. It has been found that a large percentage of voluntary turnovers occur in the first few months of employment. Employees with relatively large families and important family responsibilities tend to remain on the job

The theory of linear progression posits that a number of intermediate steps exist between the experience of job dissatisfaction and the actual act of voluntary turnover. It assumes that a rational actor (employee) follows a sequential process when deciding to terminate employment with a particular organisation (Rouse, 2001:282), see Figure 3.3 below.

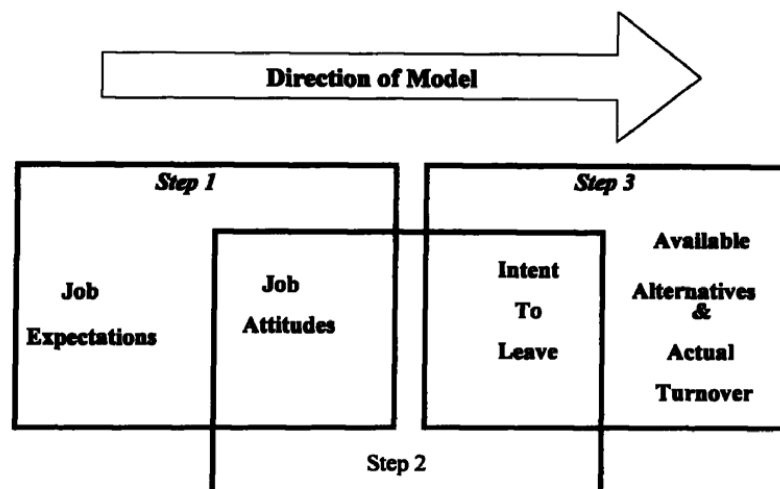


Figure 3.3: Steers and Mowday's Model of Voluntary Turnover (Rouse, 2001: 284)

Redundancies, short-term layoff, dismissals and the ending of fixed-term contracts cause involuntary turnover (Taylor, 2002). It has been contended by scholars that employee turnover can provide positive changes in the organisation like the creation of promotion opportunities, reorganisation and restructuring of reporting lines and decision-making, and the infusion of new ideas.

However, excessive turnover can have a huge impact on organisations. Some of the consequences of turnover are that trained human resources are lost by an organisation, the cost of replacing employees are huge and training new staff is costly (Wood, 2004). Turnover also results in productivity losses due to operational disruptions and low morale. In addition, turnover of highly skilled employees, that holds organisation-specific knowledge, causes problems in terms of organisational knowledge drain and human resource planning (Carmeli & Weisberg, 2006). It has been observed that turnover presents a practical and real problem for organisations in terms of recruitment costs, training, socialisation investments, disruption and replacement (Brewster *et al.*, 2008).

Carrel *et al.* (1995) have warned that when researching turnover, management is usually concerned only with learning more about voluntary turnover - the reasons why good employees quit. Those who retire or are terminated for unsatisfactory performance are generally not the focus of research. These commentators reason that one interesting way to research turnover is to determine why people stay. Researchers before have developed four profiles to describe most employees:

- **Turnovers:** highly dissatisfied at work, free of external pressure to stay, and will quit at first chance.
- **Turn-offs:** dislike the job but stay because of pay, benefits, or some other extrinsic job reward.
- **Turn-ons:** highly satisfied and motivated at work, but may leave if external pressure becomes significant.
- **Turn-ons plus:** highly motivated at work and satisfied with the local environment; likely to stay and continue to be productive.

3.5.2 Intention to turnover

This section discusses intention to turnover (which is an attitude), which has been found to be a precursor to actual turnover (which is behaviour). Previous researchers have studied intention to turnover using different names for this concept such as intention to quit, intentions to leave (Burd, 2003; Clugston, 2000; Rosser, 2004), intention to terminate one's job and the propensity to leave one's organisation (Rahim & Afza, 1993). For the purpose of this study, intentions to turnover will be used interchangeably with these other terms. Intention to turnover refers to an individual's thoughts about leaving an organisation. The classical turnover model views these thoughts as the perceived desirability of leaving and the perceived ease of movement (March, Simon & Guetzkow, 1993). According to Chuan (2001:2), intention to turnover "means having an inclination or disposition to leave the present organisation or it is a conscious and deliberate wilfulness to leave the present organisation". Therefore, an employee's intention to turnover is his/her individual thoughts about leaving the organisation.

Intention to turnover, according to Tett & Meyer (1993:262), is the "conscious and deliberate wilfulness to leave the organisation". Additionally, Carmeli & Weisberg (2006:193) define intention to turnover as referring to "the subjective estimation of an individual regarding the probability that s/he will be leaving the organisation s/he works for in the near future". Intention to turnover involves an individual's desire to cease employment with the current employing organisation and actively or passively look for alternative employment from other organisations. In this dissertation, following Carmeli & Weisberg (2006), intention to turnover will be viewed as encompassing thoughts of quitting, the intention to search for another job elsewhere and the intention to quit the public service.

Hemdi & Nasurdin, (2006) argue that intention to turnover as opposed to turnover is used in the majority of turnover studies as they are under more individual control, can provide results much more quickly and are less difficult to predict. Researchers have further argued that the relationship between intentions and actual turnover are not perfect, as some intentions never materialise while some resignations are impulsive.

3.6 Theories of turnover

It is important to engage with the theories around turnover in this study, as it is an academic research. It can also be argued that most theories give birth to certain behaviours in organisations and understanding of these by managers and policy makers alike can always be useful in averting such behaviours. It should be noted that with theories, it could be expected that they date far back in time because they are developmental in their nature.

In an effort to study turnover, researchers have carried out many studies and these studies produced different models of turnover. Some of the models among others included March & Simon's (1958) model of organisational equilibrium, which pioneered a formal theory that explained the withdrawal process; Mobley's (1977) turnover process model, which identified possible intermediate linkages between satisfaction and turnover, and Lee & Mitchell's (1994) unfolding model of turnover, which identified the psychological processes involved in the decision an employee makes before leaving a job. In addition to the models espoused by researchers, several theories have emerged from different disciplines in the social sciences such as psychology, economics and sociology. The following section provides a brief discussion of these theories.

3.6.1 Psychological theories

Several researchers (e.g., March & Simon, 1958; Porter, Steers, Mowday, & Boulian, 1974; Vroom, 1964) have spearheaded the research on the psychological theories of turnover. Their research centred on the cognitive evaluation of an employee's withdrawal-decision process (Iverson & Roy, 1994). Other psychological theories are based on the argument that employees attribute both negative and positive qualities to their work conditions. Employees' quitting behaviour is based on their experience in an organisation, which results from attitudes and values developed during their tenure.

Some psychologists, for example, the duo mentioned above, further argue that either positive or negative reinforcements resulting from work conditions will determine whether employees leave or stay with an organisation. In organisations, positive reinforcements include pay raises, good working relations, positive performance appraisals and fringe benefits offered to employees. Negative reinforcements include

bad working relationships, demotions and unfair disciplinary actions. The scholars further caution that different individuals will not be reinforced by the same working conditions, but notes that organisations that offer positive reinforcements will probably experience lower levels of turnover.

Another psychological theory focuses on the psychological contract between an employee and the organisation. According to Rousseau, (1989) and Schein (1980), a psychological contract is a set of individual beliefs or assumptions about reciprocal obligations in the employment relationship that do not involve any third parties. The psychological contract though does not oblige parties to be bound by the norm of reciprocity (Scholl, 1981). Violations of the psychological contract can have dire consequences, such as employees leaving their organisation. A study by Robinson & Rosseau (1994) found that psychological contract violations were negatively associated with satisfaction, trust and employees' intention to remain with their employer, but positively associated with actual turnover. In short, if employees perceive that their employers have not kept their side of the employment contract obligations, they will consider leaving the organisation. Also, maintaining the psychological contract can benefit the organisation and the employees. The disadvantages of breaking the psychological contract, through actions like laying off the employee, can result in the remaining employees becoming demoralised and worrying about their future (Kleinfeld, 1996) leading to declining profits (Hope & Hope, 1996).

3.6.2 Economic theories

Economists explain the desire of employees to leave or stay in terms of the ratio of benefits to costs of staying versus leaving the organisation. Additionally, economic theories of turnover are based on the premise that people's behaviour is determined by the principle of demand and supply. In an endeavour to explain this principle, several theoretical models of turnover have been proposed by economists. The dual labour market theory, (Averitt, 1968; Piore, 1971), which is part of the development of the economic theory, assumes that the economy is divided into high-wage primary and low-wage secondary market segments. The primary labour markets offer good working conditions (such as job security, steady employment, and good pay, good work environment) and well defined and equitable working rules. The secondary low-wage market does not provide these conditions: there is little job security, turnover

rates are high, there are few training and advancement opportunities, and the work is menial and repetitive (Dual Labour Market Theory). As a result of this dichotomous relationship, the secondary low market wage segment will experience high turnover rates.

In the employment relationship, employees trade their human capital with the benefits that they get from employers like working conditions, pay, career and benefits. Highly qualified and experienced employees will get better opportunities from organisations and are able to enhance organisational performance and are subsequently more able to remain with the organisation longer than those who are less qualified and experienced (Kessler & Lulfesmann, 2006; Weiss, 1995).

3.6.3 Sociological theories

The proponents of the sociological theories of turnover, which has evolved over time, (e.g., Price, 1977; Price & Mueller, 1986b) have focused their research on the job environment, work settings and how they contribute to intentions to leave the organisation. The sociological theory postulates that organisational characteristics are the best predictors of job satisfaction and organisational commitment (Mueller & Price, 1990). Scroggins (2008) indicates that approximately 76% of those currently employed are either somewhat likely or very likely to begin a job search, as they perceive an improvement in the economy and job market. This suggests little commitment on the part of many employees and further suggests that few experience meaningful and engaging work that serves to create a desire to remain a member of their current organisation (ibid). Lacity *et al.* (2008:226) are of the opinion that “although researchers want to predict turnover behaviour, in reality, it is often difficult to empirically examine the behaviour. Instead, researchers more typically survey current employees and ask them their turnover intentions”.

Price’s (1977) model of turnover suggests that job satisfaction, to be discussed later in the chapter, affects turnover when moderated by outside opportunity. As a result, dissatisfied employees who wish to leave the organisation may not do so because there are few opportunities outside their organisation. Price, (1977) found that employee turnover is negatively associated with satisfaction whereas situational variables affect employees’ level of satisfaction. Mobley’s (1977) turnover model also suggests that outside opportunities may cause employees to search for jobs

elsewhere even in the absence of the desire to leave. Subsequent research by Mobley (1982) suggests that there is little empirical support for the model.

3.7 Pay satisfaction

Pay satisfaction is often used as a precursor to talent retention in many organisations. In fact, the most common advice offered in the literature is to pay and treat talented people well (Cappelli, 2008). It is therefore important to study pay satisfaction in this study especially with regard to talent retention in the public service. It is a general belief in the public domain that public sector salaries are so low that they are blamed for virtually everything that goes wrong in this sector; from poor service delivery to high staff turnover rates. This section shall therefore cross-examine the concept of pay satisfaction and attempt to establish any links to talent management.

This section of the literature review will focus on pay satisfaction as it in the everyday workplace domain that 'pay satisfied' employees tend to stay with their organisations for a long time. Research on pay satisfaction has been conducted for several decades. Even though that may be the case, pay satisfaction assumes an even greater importance in modern organisations due to the changing workforce and increasing scarcity of human resources (Miceli & Lane, 1991). There will be a discussion of the development of pay satisfaction in general and the dimensionality of pay satisfaction.

According to Malhotra (2007:210), "Pay satisfaction implies the satisfaction with the amount of pay one gets for the amount of work done, as well as satisfaction with pay compared to the amount paid in similar organisations". For the purposes of this study, pay satisfaction will be defined as the sense of gratification or the non-gratification that employees feel towards their pay and its components, that is, pay level, pay raises, pay benefits and pay structure/administration. This definition will be used as it includes both attitudinal and behavioural aspects of pay satisfaction.

Pay has been conceptualised in different ways and measured differently. The majority of definitions of pay involve different aspects such as benefits, non-recurring rewards, wages and pecuniary rewards. In the early 1960's, divergent meanings of pay satisfaction were posited by different behavioural scientists like Herzberg (1968),

who saw pay as a “hygiene factor” which leads to feelings of dissatisfaction. Discrepancy theorists, on the other hand, believe that pay satisfaction is a function of the employees’ comparison of what exists on the job and what they seek on the job (Locke, 1969; Porter, 1961).

Researchers in the fields of human resources management, organisational behaviour and organisational psychology generally agree that pay satisfaction is an important construct in organisations as a mediator between organisational pay policy and the resultant behavioural and attitudinal outcomes of employees

Other studies have shown that pay is an important aspect of an employee’s life at work (Gerhart & Milkovich, 1992) and is viewed as part of the sanction used by the organisation to motivate compliance with its rules and regulations (Mueller & Price, 1990). Lum *et al.* (1998) postulated that individual employee’s pay is viewed as an important reward or outcome.

In a study of Canadian employees from various industries on their attitude towards their workplace, jobs, managers and organisations, Parker & Wright (2001) found that certain conditions have to be present for employees to be satisfied with their pay. The conditions include the following: pay earned must be fair in relation to the work done, the pay (including benefits, and incentives) must compare favourably with the realities of the market and to the pay given for similar work in other organisations.

In conclusion, pay satisfaction occurs when the current pay equals or exceeds what one expects to be paid. Conversely, pay dissatisfaction occurs when current pay is less than what one expects to be paid. In most cases, the term job satisfaction is linked to pay satisfaction. On the contrary, pay or money is not always the most solid reason for employees to stay with their organisations. A recent survey by Nel *et al.* (2008) found that only 15% of employees left their jobs because of inadequate salary and benefits. The same study also found that of those who left their jobs:

- 30% were unhappy with management and the way they managed
- 25% felt they received no respect for good work
- 20% complained of limited opportunities for advancement
- 15% cited inadequate salary and benefits
- 5% were bored with the job

- 5% cited other reasons (retirement, career change, sabbatical, and travel).

It is evident from the above-mentioned research findings that money alone cannot be the sole factor in retaining talent in organisations, it can be argued here. The aforementioned statistics are conclusive that motivation of employees is of paramount importance in the workplace.

3.8 Motivation

This section shall visit the concept of motivation for the purposes of what researchers say and that it is the belief of this research that it is central to talent identification, attraction and retention. The section shall briefly discuss the most common theory of motivation and thus, Maslow's hierarchy of needs. The reasoning for this stance is that there is too many theories of motivation and to discuss all of them might derail the parameters of this research.

Maximising team engagement, motivation, attendance and retention through assessment, regular feedback, on going support and experience-based development initiatives is vital in today's highly competitive environment. For many organisations, key skills retention, employee engagement and perhaps, to a lesser extent, employee motivation and attendance are key operational, or even strategic issues. These elements impact directly on organisation costs, productivity and business performance.

Glen (2006) developed a holistic matrix of nine employee engagement predictors which take into account both obvious and less obvious sources of motivation/demotivation. It is the belief of this scholar that if managed in the right combinations, the matrix provides a powerful framework for managing employee motivation, team engagement, and key skills retention across most organisations. The scholar does warn though, that each organisation may have different profiles at different levels. These predictors include:

- organisational process;
- role challenge;
- values;
- work-life balance;

- information;
- stake/leverage/reward/recognition;
- management;
- work environment; and
- product/service.

3.8.1 The concept of motivation

The concept of motivation is certainly one of the most utilised in the world today. It is a concept central to what individuals do on daily basis. An employee waking up every morning to report for work is largely driven by their individual motives. According to Daft & Marcic (2009), motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Robins *et al.* (2009:144) define motivation as a result of the interaction between an individual and a situation. They view the concept of motivation as the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. The three key elements in this definition are *intensity*, *direction*, and *persistence*. Intensity is concerned with how hard a person tries. Direction on the other hand, means where the effort is channelled and that is whether it will benefit the organisation or not. Therefore it is vital to consider the quality of effort as well as its intensity. Effort that is directed toward, and consistent with, the organisation's goals, is the kind of effort that should be sought. Robins *et al.* (2009:145) finally assert there is the persistence dimension to motivation and this measure how long can an individual maintain an effort. From this dimension it can safely be concluded that motivated individuals stay with a task long enough to achieve their goal. Many authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993).

Having been exposed to various definitions of the concept of motivation, this research project shall view motivation as the inner force that drives individuals to accomplish personal and organisational goals. The study of motivation assists Human Resource managers to understand what prompts people to initiate action,

what influences their choice of action, and why they persist in that action over time, (Daft & Marcic 2009). It is in this view that turnover and intention to turnover occurs in organisations, particularly public sector organisations, due to lack of motivation on the part of the departing employee to stay with the organisation.

Foundations of motivation

There is four distinct perspectives on employee motivation have evolved over time: the traditional approach, the human relations approach, the human resource approach, and the contemporary approach. The following is a brief discussion of these perspectives.

Traditional approach

The study of employee motivation began with the work of Frederick W. Taylor on scientific management. Scientific management pertains to the systematic analysis of an employee's job for the purpose of increasing efficiency. Economic rewards are provided to employees for high performance. The emphasis on pay evolved into the notion of the *economic man* - people would work harder for higher pay. This approach led to the development of incentive pay systems, in which people were paid strictly on the quantity and quality of their work outputs, (Daft & Marcic, 2009).

Human relations approach

A more sociable employee in managers' minds gradually replaced the economic man. Beginning with the landmark Hawthorne studies at a Western Electric plant, noneconomic rewards such as congenial work groups that met social needs, seemed more important than money as a motivator of work behaviour. For the first time, workers were studied as people, and the concept of social man was born, (ibid).

Human resource approach

The human resource approach carries the concepts of economic man and social man further to introduce the concept of the *whole person*. Human resource theory suggests that employees are complex and motivated by many factors. For example, the work by McGregor on Theory X and Theory Y argued that people want to do a good job and that work is as natural and healthy as play. Sponsors of the human resource approach believed that earlier approaches had tried to manipulate

employees through economic or social rewards. By assuming that employees are competent and able to make major contributions, managers can enhance organisational performance. The human resource approach laid the foundation for contemporary perspectives on employee motivation, (ibid).

Contemporary approach

Three types of theories, each of which will be discussed next, dominate this contemporary approach to employee motivation. The first are *content theories*, which stress the analysis of underlying human needs. Content theories provide insight into the needs in organisations and help managers understand how needs can be satisfied in the workplace, (ibid). *Process theories* concern the thought processes that influence behaviour. They focus on how employees seek rewards in work circumstances. *Reinforcement theories* focus on employee learning of desired work behaviours.

It is important for managers to fully understand the concept of motivation in the management of talent in their organisations, particularly in public sector organisations where turnover rates are ever skyrocketing.

3.9 Effective management and motivation

Going back to Schweyer's definition of TM earlier, it is of vital importance that managers in organisations understand the concept of motivation and its impacts on staff morale and subsequent turnover that follow. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organisations survive (Smith, 1994). Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivate employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator as evidenced by Nel *et al.* (2008) research findings discussed earlier.

In order to understand fully what motivates employees, managers must find out what employee's needs are and what goals they have set for themselves (Bargrain *et al.*, 2003). These scholars of motivation believe that it is imperative for managers and supervisors to understand how to motivate their employees for the reason that high levels of motivation are very important contributors to high performance. Highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are demotivated. These commentators also assert that motivated employees want to come to work. They want to be part of teams at work; they are interested in assisting and supporting others at work and generally put forth greater effort in their work, contributing more to their organisations. These scholars continue to warn that there is no standard formula to motivating others. An effective manager must understand that what motivates employee X cannot motivate employee Y. In order to motivate individual employees, the manager or the supervisor must understand the needs of each employee and his or her particular goals. A need is a deficiency or something that the employee lacks and that is of value to that particular employee at that point in time. These needs or deficiencies may be physiological (e.g. a need for food), psychological (e.g. a need for self-esteem) or social (e.g. a need for relationships with others). There an effective manager will strive to direct employee's work to enable them to fulfil their individual needs and contribute to achieving the goals of the organisation. The following (Figure 3.4) is an illustration of how managers could apply one of the gurus of motivation in Abraham Maslow's hierarchy of needs (1970).

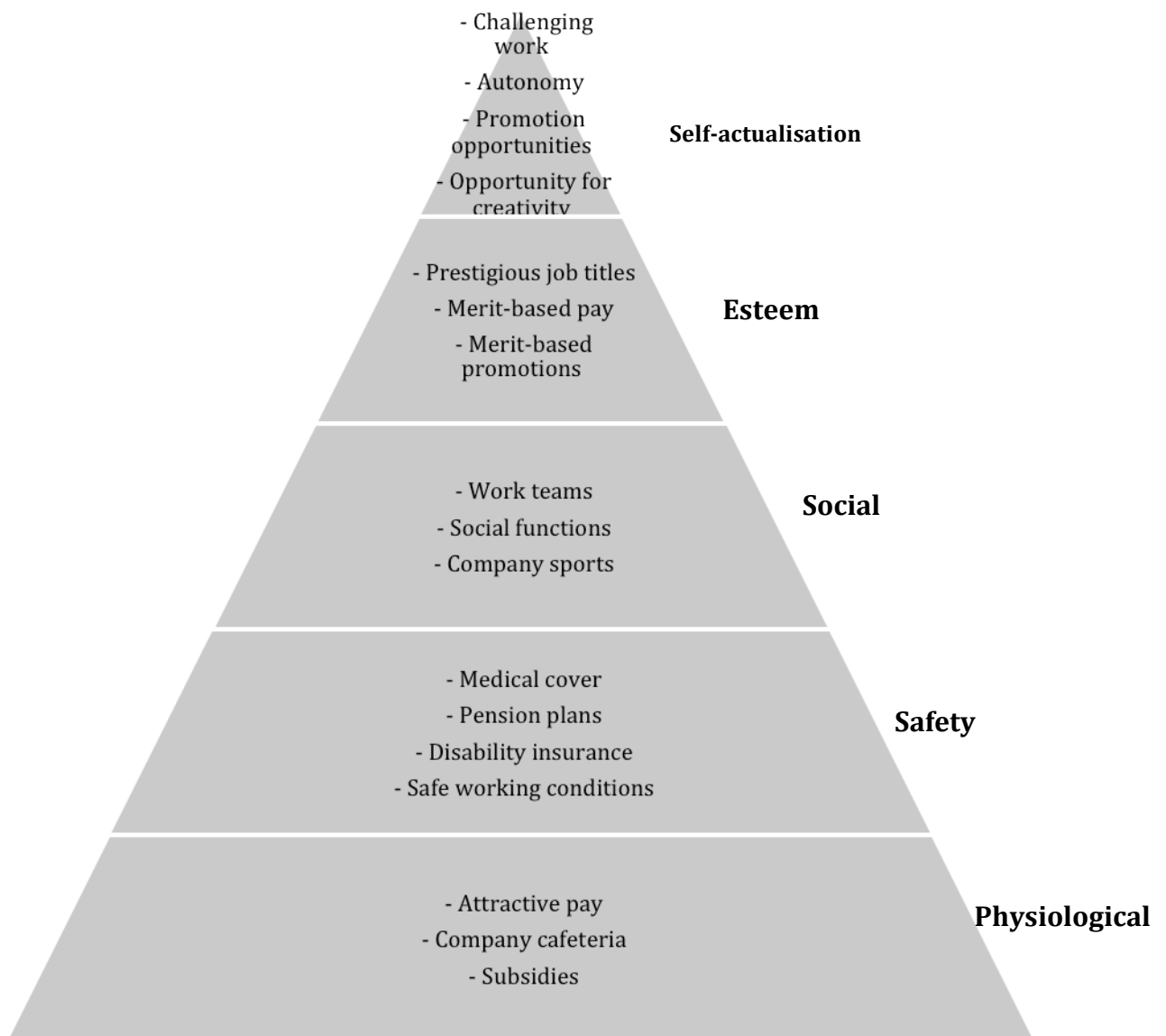


Figure 3.4: Application of Maslow's Hierarchy of Needs (source: Werner *et al.* 2007:75)

It can be argued here that keeping employees motivated will surely reduce turnover rates in organisations, as more and more employees will be satisfied with their jobs.

3.10 Job satisfaction

The next section will therefore discuss the concept of job satisfaction as this can be connected to pay satisfaction, employee motivation, talent attraction and retention. It is imperative to study job satisfaction, as it is relevant to the current study.

Job satisfaction has been found as the main and stable antecedent of turnover in most studies (Lacity *et al.* 2008). To begin a discussion on job satisfaction, it is logical to begin with a definition. According to Robbins *et al.* (2009), job satisfaction refers to

how well a job provides fulfilment of a need or want, or how well it serves as a source or means of enjoyment. Job satisfaction is defined more specifically in the literature, and several theorists have generated their own workable definitions. Of those researchers, Robert Hoppock is perhaps the most widely cited, although others have emerged with definitions reflecting more current theoretical underpinnings of job satisfaction. Some of the versions use the terms job attitudes, work satisfaction, and job morale interchangeably, which may explain the lack of a standardised job satisfaction definition.

Job satisfaction studies continue to emerge, and the results are often valued for both humanistic and financial benefits. When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organisation, they have higher retention rates, and they are generally more productive (Bravendam Research Incorporated, 2002). Spector (1997) suggests that job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and that organisation can use the information to improve departmental policies and practices where dissatisfaction is expressed.

Job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. An individual with a high level of job satisfaction holds positive feelings about his or her job, while those not satisfied person holds negative feelings (Robbins *et al.*, 2009).

3.11 Organisational commitment

Closely linked to the concept of job satisfaction is the concept of organisational commitment. This section shall look at the concept of organisational commitment and attempt will be made to link it to talent management.

This section considers the literature on affective commitment, which is a component of organisational commitment. To achieve this, the section firstly provides a discussion of various definitions of organisational commitment, the approaches to organisational commitment and the dimensionality of organisational commitment. Secondly, a brief discussion will be provided on the three most popular dimensions of organisational commitment: affective, continuance and normative. Organisational commitment is discussed here because it is highly relevant to talent management.

Organisational commitment has been defined by Mowday, Porter & Steers (1982:27) as “the relative strength of an individual’s identification with and involvement in a particular organisation, ... characterised by a strong belief in and acceptance of the organisation’s goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation”.

In an endeavour to define and clarify organisational commitment, Mowday *et al.* (1982; 1979) identified three components of organisational commitment:

- Identification, which refers to a strong belief in and acceptance of organisational goals and values;
- Involvement, which refers to a willingness to exert considerable effort on behalf of the organisation; and
- Loyalty, which refers to a strong desire to maintain membership in the organisation.

Robbins *et al.* (2009:74) define organisational commitment as a state in which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation. Zeffane (1993:1-2) adopts a systems perspective of organisational commitment and argues that organisational commitment “refers to the nature of the relationship of the organisation member to the system as a whole”. Parker & Wright, (2001) define organisational commitment as the psychological attachment felt by an employee toward the organisation, and argue that organisational commitment reflects the degree to which the employee internalises or adopts characteristics or perspectives of an organisation. Furthermore the duo also defines organisational commitment as an employee’s perceived intention to stay with that organisation.

These definitions demonstrate that there is no consensus on the definition of organisational commitment (Herscovitch & Meyer, 2002; Mowday, 1998; Suliman & Iles, 2000). The definitions of organisational commitment depend largely on the approach to commitment, which the researcher advocates.

Organisational commitment has been studied in the field of organisation behaviour as early as the 1950s. Employee commitment is a critical issue for many organisations. Many researchers have regarded organisational commitment as a factor that promotes an individual's attachment to the organisation. Previous studies of management and organisational psychology have focused on the relationship between an individual's attitude to and enjoyment of work as well as their impact upon the operation of the organisation. In the field of human resource management (HRM), managers have been trying to understand the concept of organisation commitment. As a result, HRM managers and professionals have been devising strategies that nurture allegiance to organisational goals and values. Therefore, understanding organisational commitment has become integral and crucial to informing HRM strategies (Meyer & Allen, 1997). The majority of studies in organisational commitment have focused on employees of private sector organisations (Allen & Meyer, 1990; Dawley & Stephens, 2004; Suliman & Iles, 2000). Only a few empirical studies have studied public sector employees (Obeng & Ugboro, 2003) or both public and private sector employees (Dunham, Grube & Castaneda, 1994).

Approaches to organisational commitment

Four main approaches to conceptualising and exploring organisation commitment have been identified by Suliman and Iles (2000): attitudinal, behavioural, normative and multidimensional approaches.

In the attitudinal approach, which has been spearheaded by Mowday *et al.* (1979), commitment is viewed as the way in which employees feel and think about their organisations (Meyer & Allen, 1991). Mowday *et al.* (1979) found that organisational commitment was related to personal and job characteristics as well as to work experiences. Furthermore, Mowday *et al.* (1979) found that organisation commitment was positively related to employee performance and negatively related to employee turnover and absenteeism.

The second approach views organisation commitment as behaviour. It emerged from Becker's (1960) "side-bets" theory or "commitment as behaviour" idea (Suliman and Iles, 2000). Side-bets are sunken costs or investments (e.g., time, effort, rewards, accrued investments, firm specific knowledge, seniority and pension plans), which

are perceived as positive elements in an exchange. The individual, according to the behavioural approach, becomes reluctant to lose these benefits and is thus likely to stay with the organisation (Iverson & Buttigieg, 1999).

The behavioural approach focuses on the overt manifestations of commitment and emphasises the view that employees continue their employment with an organisation because of the investment they have made in the organisation (e.g., friendships formed in the organisation, time spent, pension benefits), and it is these investments that bind the employee to the organisation. In other words, employees become committed to the organisation because of the costs associated with leaving the organisation. The major consideration in this approach is, therefore, the investment or the costs associated with leaving an organisation (Scholl, 1981).

According to the third normative perspective to organisational commitment, employees feel obligated to remain with their organisation because of the congruency between their personal goals and values and the organisation's goals and values (Becker & Randall, 1995; Weiner, 1982). In this approach, employees have internalised normative beliefs about the organisation (1982) and feel more attached to it as they have accepted the values and the operating systems of the organisation. As a result, employees may decide to remain with the organisation because they believe they have made relationships in the organisation and as such are part of the prevailing value system.

Researchers in this field have identified three bases of commitment. Firstly, compliance occurs when employees adopt attitudes and behaviours to get rewards or avoid punishment. Secondly, identification occurs when employees adopt attitudes and behaviours in order to be associated with a certain group. Thirdly, internalisation occurs when employees adopt attitudes and behaviours because they identify with the organisation or group value system. Within the normative approach to organisational commitment, employees also feel indebted to the organisation (Meyer & Smith, 2000).

The most popular approach to the study of organisational commitment is the fourth, multidimensional approach, which views organisational commitment as a complex concept that goes beyond emotional attachment, perceived costs and moral

obligation. The multidimensional approach suggests that organisational commitment develops through interaction of these three components (Meyer, Allen & Gellatly, 1990; Meyer, Allen & Smith, 1993; Suliman & Iles, 2000). The next section will discuss briefly the concept of employee engagement as it is allied to organisational commitment and job satisfaction.

3.12 Employee engagement

Literature is also immersed with the concept of employee engagement as closely linked to organisational commitment and the next section shall briefly look into this concept with relation to talent management.

Employee engagement is an important concept for organisations, because it predicts productivity, job satisfaction, motivation, commitment, and low turnover intention (Bakker, Demerouti & Schaufeli, 2003; Bakker, Schaufeli, Leiter & Taris, 2008). Employee engagement is defined as ‘a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption’ (Schaufeli, Salanova, González-Romá & Bakker, 2002:74).

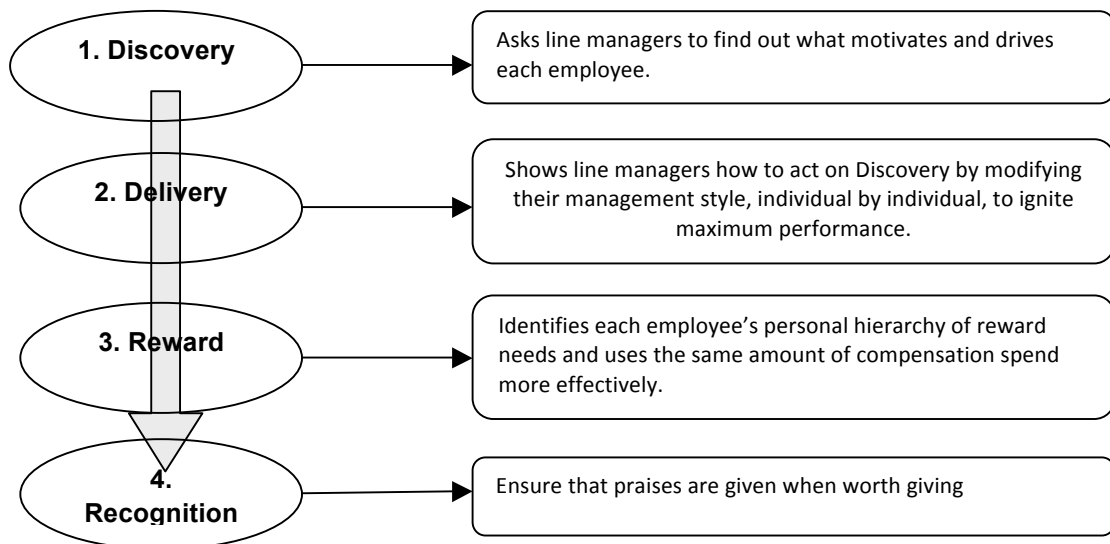


Figure 3.5: Four Level Employee Engagement

The model above by Vidyeeswari and Nair, (2009) displays ways and means organisations can best implement employee engagement.

Corporate Leadership Council (2004), view employee engagement as the extent to which employees commit to something or someone in the organisation and of how hard they work and how long they stay as a result of that commitment. The distinction between employee engagement and other related constructs are the predictive nature of engagement. Research by the Corporate Leadership Council shows a strong relationship between employee engagement and employee performance and retention. This research also confirms the importance of line management in employee engagement. Management characteristics are heavily represented among the top drivers of both improved performance and intent to stay (ibid). Public service senior managers, therefore, play a pivotal role in reviewing how well the public service is positioned to meet talent and organisational strategic objectives.

3.13 Tenure

This section shall briefly discuss the concept of tenure. It is vitally important to study tenure in this study as it is closely linked to turnover and such relevant to the current study.

Tenure can be defined as time on a particular job. Generally it can be said that tenure, expressed as work experience, appears to be a good predictor of employee productivity (Robbins *et al.*, 2009). Research relating tenure to absence is quite straightforward. In terms of both frequencies of absence and total days lost at work, tenure is the singular most vital explanatory variable (Popp & Belohlav, 1982) cited in (Robbins *et al.*, 2009:54).

Tenure is also a strong variable in explaining turnover. The longer the person is in a job, the less likely he or she is to quit (Robbins *et al.*, 2009:54). Moreover, consistent with research, which suggests that past behaviour is the best predictor of future behaviour as espoused by Gatewood & Field, 1987, evidence indicates that tenure on an employee's previous job is a powerful indicator of that employee's future turnover (Breugh & Dosset, 1987). There is abundant evidence to suggest that tenure and job satisfaction are positively related and that is according to Breukelen *et al.* (2004). In fact, when age and tenure are treated separately, tenure appears to be a more consistent and stable predictor of job satisfaction than is chronological age.

3.14 Talent management challenges

It is the main mission of this dissertation to ascertain the challenges facing talent management in public sector organisations. This section shall therefore peruse literature in this regard.

Business or organisational success relies on successful talent management. In the case of the public service, it can be concluded here that effective service delivery of essential services to the local population hinges entirely on successful TM. To cite but a blunt example, if municipality X cannot find talented employees, a municipal manager cannot develop and engage his or her heads of departments, or a local government Director-General cannot keep competent and experienced staff, they will have difficulty meeting their organisation's strategic business objectives and the public service that of providing quality service delivery. The challenges of finding, keeping, developing, and motivating people in key positions are precisely what progressive HR professionals should be focusing on. These managers face on-going talent management challenges that are critical to their achieving business goals. The main challenges are as shown in Figure 3.6 below.

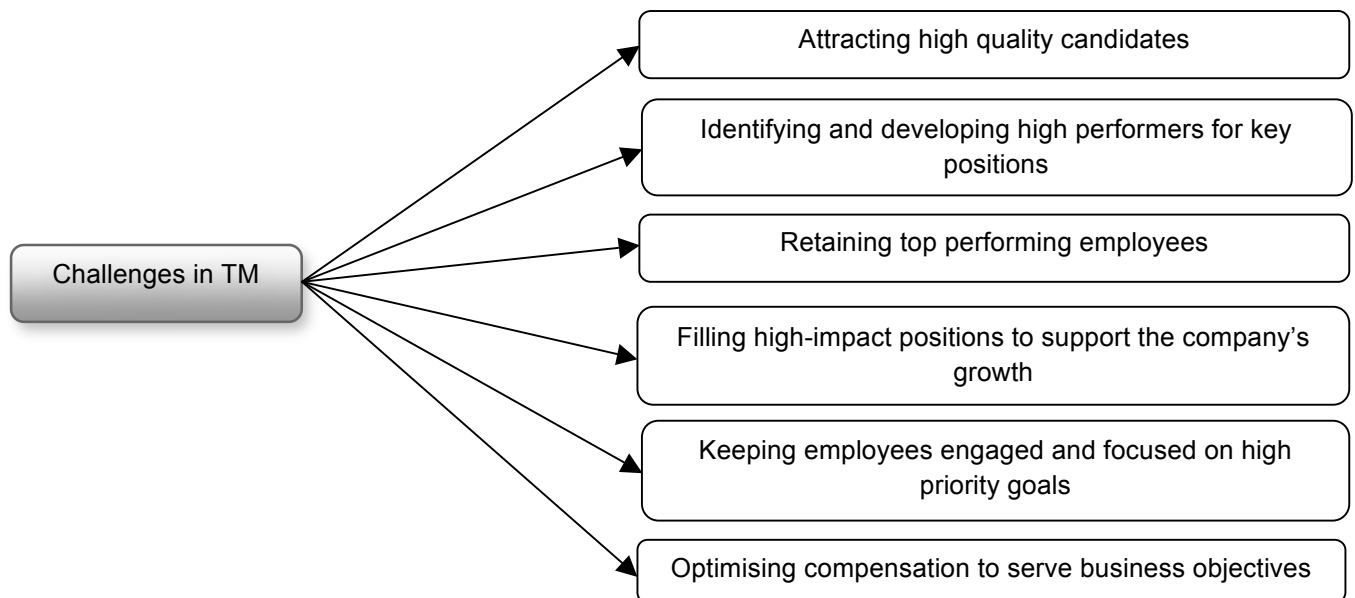


Figure 3.6: Challenges in Talent Management (source: Vidyeeswari and Nair, 2009)

Soundly evident from the above figure are the issues of attraction of top talent; identification and development of key talent, retention of top talent in terms of adequate compensation and matching talent with organisational goals in organisations and particularly public sector ones. Identification and development of

high achievers for key positions or what some would call it succession planning or career management shall be discussed in greater detail in the next section.

3.15 Current approaches to talent management

This section shall briefly introduce the current approaches to talent management. Approaches like succession planning and management, and acceleration pools shall be briefly discussed as they form the crucial part of this research and more importantly to avail the latest developments in the domain under study.

This section shall look at the current approaches to talent management in organisations. Research has shown that the primary reason people leave organisations is lack of personal growth and job challenge opportunities (Axel, 1998). To contend with this reality, organisations essentially have three options:

- Intensify their efforts to hire hard- to- find, increasingly expensive people from outside their organisation;
- Do nothing and likely experience a competitive decline, which could lead to being acquired or going out of business; or
- Tap into the quality people already in their organisation, thus growing and keeping their own leaders.

The third option is the most desirable in talent management. This option is abundant with the approaches of succession planning and management (SP&M) and acceleration pools which will be briefly discussed in this section.

3.16 Succession planning and management (SP&M)

In the opinion of Hills (2009), succession planning refers to doing all one can to ensure that their organisations have the right people in the right jobs at the right time. Ibarra, (2005:18) warns that trends, fads, and styles all come and go, but one thing is certain: the upcoming “brain drain” of a large number of retiring employees in upper and middle management positions, mostly baby boomers, will be unsettling. Along with the “brain drain,” the writer believes that local governments must urgently begin to systematically replace talent, as a way of sustaining the performance of their organisations. The most popular and effective approach is succession planning,

which contributes to an organisation's continued survival and success by ensuring that replacements have been prepared to fill key vacancies on short notice, that individuals have been groomed to assume greater responsibility, and that they have been prepared to increase their proficiency in their work. In essence, according to Clutterbuck, (2005), succession planning is about:

- making sure that there are enough suitable people to step into any significant role as it becomes vacant or is created;
- motivating and developing them to adapt to the new role as fast as possible, with the minimum damage; and
- ensuring that every role is a learning resource, in which the incumbent can develop not only skills relevant to that job, but the capability to embrace different and/or larger jobs.

Ibarra, (2005:19) adds that effective organisations do not passively wait for the future; they create it by investing their time, thoughts and planning to ensure the continuity of their talent, both their leaders and their front-line employees. This scholar reasons that the first excellent step toward the adoption of a succession planning process, and a method that will truly reveal the organisation's situation with respect to the aging workforce, is to collect data as exemplified in the Figure 3.7 below.

| Department | Total number of employees | Age 50-54 | Age 55-59 | Age 60+ | Total 50-60+ |
|-------------------------------|----------------------------------|------------------|------------------|----------------|---------------------|
| Administration | | | | | |
| Clerk | | | | | |
| Community Services | | | | | |
| Water & Sanitation | | | | | |
| Electricity | | | | | |

| | | | | | |
|------------------------|--|--|--|--|--|
| Human Resources | | | | | |
| Human Services | | | | | |

Figure 3.7: Attrition Data and Retirement Projections: A Worksheet

It is suggested here, by the researcher, that the worksheet may be used to enter the number of employees in each categories listed. Depending on the nature of the organisation, a column for the age group 45-49, especially for the police and the army personnel, since many of these may be eligible for retirement at the age of 55 for instance. This commentator argues that, gathering and analysing these types of data (a process often referred to as workforce analytics) will permit organisations influence to grasp the current situation and begin to recognise its significance.

Nowadays, it is claimed by researchers of succession planning, that it requires more than just an organisation chart that shows who holds what job within, for instance, the local government. Best practice organisations use succession planning to develop and maintain strong leadership and to ensure that they address all the competencies required for today’s and tomorrow’s work environment (Ibarra, 2005:19).

3.16.1 Reasons for succession planning & management systems

A key benefit to growing your leadership pool is the positive message it sends throughout the organisation and it is good for the maintenance of the morale, argues Byham *et al.* (2002). These researchers of succession planning and acceleration pools cite the following as the reasons for SP&M Systems:

- Provide a source of in-house replacements for key leadership positions.
- Retain key talent.
- Prepare individuals for future challenges (e.g., growth or implementing new strategies).
- Align executive resources to new organisational directions.
- Increase the organisation’s human capital.
- Accelerate the development of key individuals.

- Provide challenging, growth-oriented, and rewarding career opportunities.
- Ensure continuity of management culture, which is difficult to maintain when many executives are brought in from outside.
- Avoid lost productivity while new person is learning a job.
- Control costs: developing internal talent is less expensive than hiring from the outside (e.g., costs of recruitment and relocation, higher starting salary).
- Make the organisation more attractive to job candidates.
- Monitor and help attain diversity goals.
- Increase stock value: investment analysts are becoming concerned with organisations' processes for filling top positions.
- Increase chances of survival: the alternative might be decline or collapse.

3.16.2 Succession planning implementation

This sub section will attempt to provide tangible suggestions as to how to successfully implement succession planning in organisations. It is important to for information to be availed through the study of literature for managers, particularly in public service to effectively implement new approaches to talent management.

According to Ibarra (2005:20), the primary task of succession planning is to outline a sequence of personnel moves so that candidates for key positions are known in advance of actual need. Meyer *et al.* (2007) further observe that succession planning is focused on the selection, development and promotion of the organisation's future leaders in order to ensure availability and continuity of high-talent managers that can meet the business challenges ahead.

Throwing his weight behind Ibarra's observation, is Clutterbuck (2005), who indicates that implicit in many organisations' view of the talent pool is the philosophy of "up or out". This is huge challenge because in many public sector organisations if one cannot attain a promotion they leave the organisation, hence the up or out notion here. Yet there are many reasons why people may wish to broaden their capabilities by horizontal career moves – for example, to allow for a period of high demand from their non-work lives. Going up may enable an individual to expand their leadership competence; but moving sideways can result in building cross-disciplinary operational skills, which are an ideal platform for more rapid subsequent progression

and which may be highly valuable to the organisation. Moreover, the “up or out” philosophy is discriminatory – and therefore both wasteful and, in many countries, illegal. People from minority or disadvantaged groups appear to have different career trajectories than people from the dominant group; with longer intervals between promotions at early stages of their careers and shorter once they enter senior management. Mentoring can help both the individual and the organisation by enabling the individual to make both the personal and business case for a non-vertical career path.

A comprehensive strategy for instituting succession planning involves a series of strategies and tactics that, together, make up an overall project plan, Figure 3.8 below.

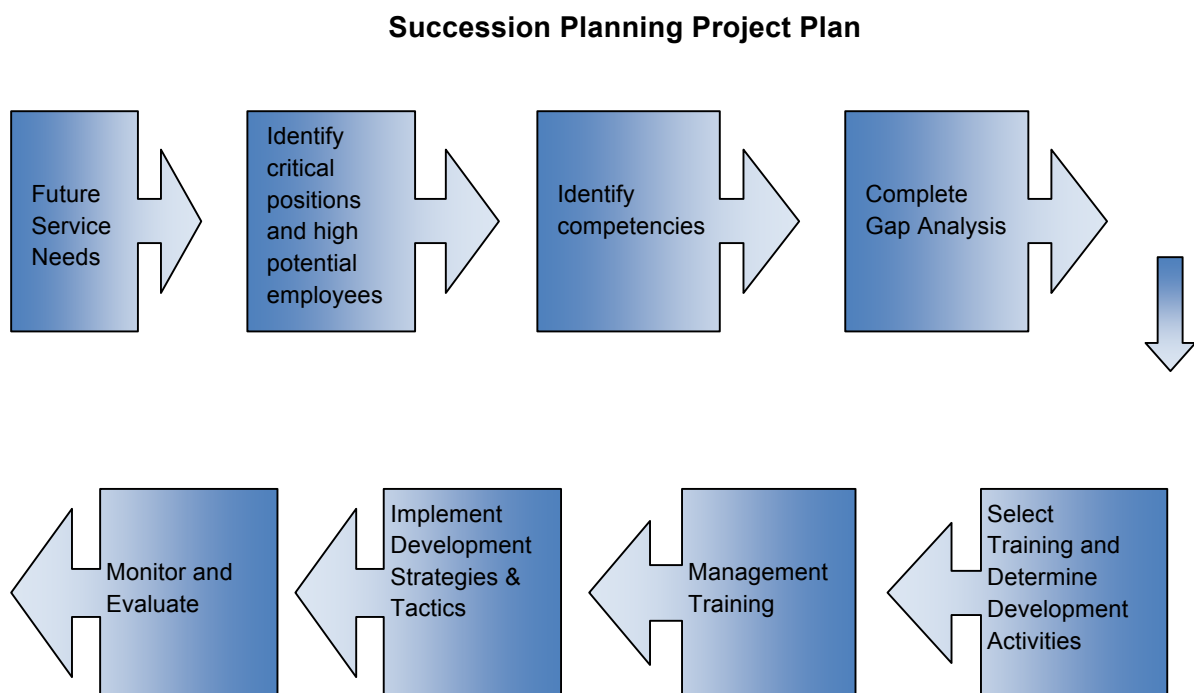


Figure 3.8: Succession Planning Project Plan (source: Ibarra, 2005:20)

The project plan has eight steps as outlined by Ibarra, (2005: 20-22).

1. Assess future service needs.

A strategic plan identifies current and future priorities that are the essence of building a succession plan. Frequently, organisations concentrate their short- and long-term planning processes on capital improvements, and occasionally on operations, without fully integrating the impacts on the development needs of the employees responsible for delivering the services. A strategic plan, when adopted, is powerful, as it outlines how the organisation will reach the measurable goals and objectives that support its mission and vision, both of which should be driving forces in the more traditional capital-improvements planning process.

2. Identify critical positions and high-potential employees.

Critical positions are those that are essential for the organisation, department, division, work unit, or team to achieve the necessary work results. A high-potential employee is someone who has the capability to advance to one of the following: 1) a critical position; 2) a higher level of responsibility; or 3) a high level of proficiency. This identification step should be completed at the department level by senior management and by the executive management for the entire organisation.

3. Identify competencies.

A subject that generates its own quota of concern and frustration is that of job descriptions and the continued effort to revise them so they reflect today's workplace. As an alternative, a jurisdiction could slowly phase out job descriptions with their often- narrow sets of duties and tasks that in the wrong hands become shields, and instead move toward the use of competencies that cut across job classifications, departments, and even organisational boundaries. Examples of competencies include coaching, decision-making, initiating action, managing conflict, and tenacity. Competencies should be integrated into the organisation's performance management system, into training and development, and into the compensation system. The point for identifying competencies as part of succession planning is to choose those abilities that are necessary for today and tomorrow's workplace.

4. Do a complete gap analysis.

Conduct a gap analysis to determine the existence or extent of a gap in the competencies for each position in the organisation. At this point, what is being touted is that regular skill audits ought to be done in organisations to identify these gaps.

5. Select training and development activities.

A variety of resources are available for individuals and groups to close the gaps and build stronger competencies in employees, as espoused by Ibarra, (2005) (see Figure 3.9 below).

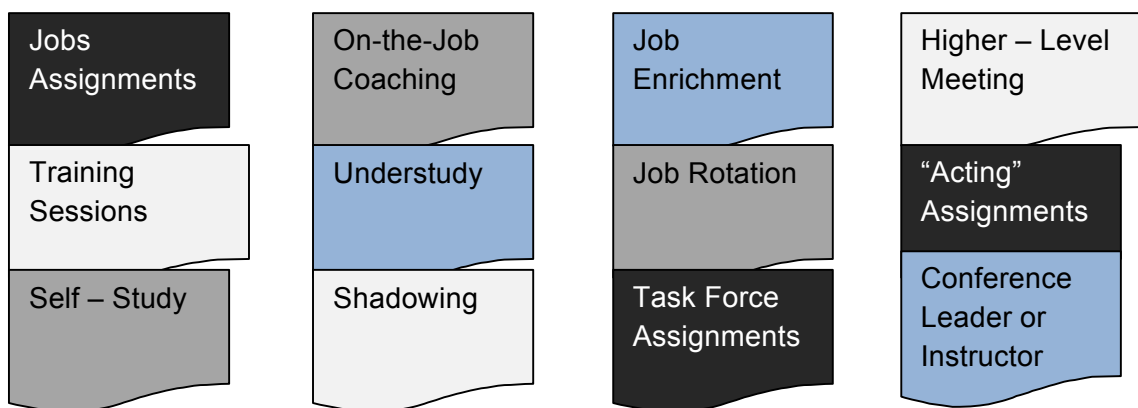


Figure 3.9: Employee Development Strategies (source, Ibarra, 2005:22)

While training can be an effective solution, there tends to be an overreliance on it in many organisations, a belief that is the unequivocal “silver bullet”. Many areas in which employees need to improve their capabilities cannot be solved by a training workshop but can instead be enhanced through such activities as on-the-job coaching, rotation of assignments, and task force assignments, to name just a few here. This step of the succession planning process provides for the selection and design of these development strategies.

Beyond the employee development and training options available, range of solutions should be considered during this stage of the of the succession plan, including recruitment and selection, retention, and organisational interventions like process improvement, structure/possible reorganisation, and measurement systems.

6. Conduct management training.

Managers should participate in training aimed at augmenting the skills and expanding the knowledge necessary to develop the talent of their direct supervisees. They

should fully engage in the organisation's succession plan. As contributors to the succession plan, managers should work in concert with others in the organisation to do the following: identify key replacement needs and the high-potential people and critical positions to include in the succession plan; clarify present and future work activities and work results; compare present individual performance and future individual potential; and establish individual development plans (IDPs) to prepare replacements and develop high-potential employees.

7. Implement development strategies and tactics.

Managers should determine when strategies ought to be implemented, but before they begin implementation, they should communicate the plan to all employees for ownership purposes. The use of the intranet and large group hall meetings, and labour/management committee is advised as a means to communicate the varied aspects of the succession plan and its accompanying profit. Feedback must be obtained from employees to determine how well the communication plan is functioning.

8. Monitor and evaluate.

Once an organisation's manager, (e.g. in a local government) have implemented their succession plans, they should monitor progress, evaluate the implementation, and revise their plans as needed. Review progress at predetermined intervals and include components like the programme schedule and interim results.

3.17 Acceleration Pools

One of the emerging management practices in the talent management domain is acceleration pool. It is therefore vital to briefly discuss these in this study. According to (Cohn, Khurana & Reeves, 2005; Griffin, 2003; Kessler, 2002), the focal point, when defining talent management, is on talent pools as discussed in this chapter earlier. These scholars believe that once talent pools are identified and segmented it becomes possible to develop talent pool strategies. For instance, once an organisation understands that one talent pool is pivotal and another is not, the organisation can then apply different strategic approaches to compensation, performance management, job design, and other talent management practices. For example, the pivotal talent pool might need to be populated with 40% "A" performers

while the non-pivotal pool might need only 20%. By the same token perhaps it is necessary to pay the pivotal talent pool above the market rate and the non-pivotal pool at the market rate. This recommendation will not see the light of the day in the public service in most cases, as it is evident with scarce skills implementation that keeps experiencing problems like 'employee sabotage' where it is practised.

On the contrary though, Byham, Smith & Paese, (2002) has proposed a different approach to grooming executive talent: the Acceleration pool, which represents a drastic departure from traditional replacement planning. Many succession management systems are hopelessly out-dated. Case in point: The traditional replacement-planning systems, in which senior managers are asked to identify replacements for themselves—and sometimes for their direct reports—and estimate when those individuals will be ready to step up into the new role.

Many organisations, particularly public service, have relied upon a Darwinian approach to top-management development: identifying the best people and then giving them increasingly difficult challenges until they drop off the organisational ladder or reach the top (McCall, 1997). The answer to this dilemma is the acceleration as espoused by Byham *et al.* (2002).

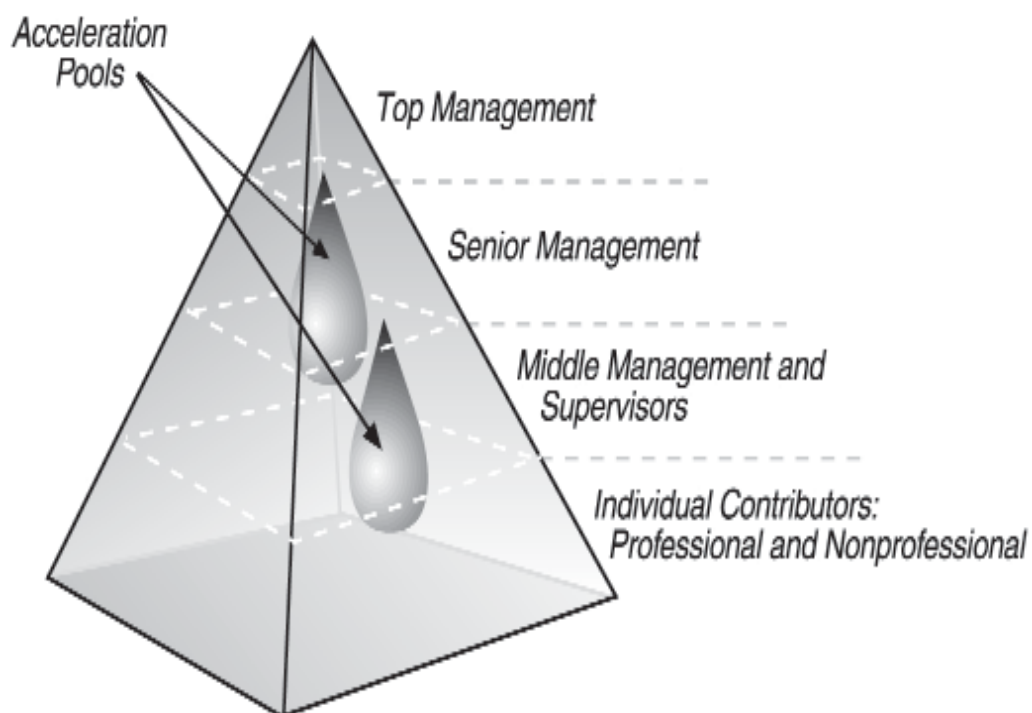


Figure 3.10: Large organisation with two acceleration pools

An Acceleration Pool system represents a drastic departure from traditional replacement planning. Instead of targeting one or two handpicked people for each executive position, an Acceleration Pool grooms a group of high-potential candidates for executive jobs in general. As the name implies, the development of these high potentials is accelerated. Pool members, who can enter the pool at any organisational level or at any age:

- Get assignments that offer the best learning and highest visibility opportunities.
- Spend less time in assignments.
- Receive “stretch” assignments.
- Get more training.
- Attend developmental activities designed especially for them.
- Have an assigned mentor.
- Are not guaranteed promotion.
- Get more feedback and coaching.

One major benefit of the Acceleration Pool system, according to Byham *et al.* (2002) is the drastic reduction of the overwhelming paperwork associated with traditional replacement-planning systems, which is still rife in the public service. Gone are the annual replacement plans and the bureaucracy associated with compiling and defending the plans. Gone too are the Individual Development Plans (IDPs) that individuals on their way up in an organisation traditionally had to complete after an assessment centre or 360° feedback. Acceleration Pools replace the IDPs with two short forms and replace the bureaucracy with a streamlined system.

Implicit in the acceleration is the coaching and mentoring programme, which the next section shall focus on.

3.18 Coaching and mentoring

The past five years have seen a huge interest in the notion of mentoring and coaching in both the business world and the public service. In fact, organisations worldwide have recognised that mentoring and coaching can be one of the most powerful techniques in accelerating workplace learning and growth. In many

professions today, mentors are thought to enhance if not ensure the professional development and success of talented employees, Meyer *et al.* (2007).

These researchers have highlighted the following benefits of mentoring and coaching:

- It is an excellent tool for management and leadership development.
- It supports and reinforces training and skills development interventions. Mentoring when combined with training increases a manager's productivity by 88% according to the American Society for Training and Development (ASTD).
- It can help with the induction and orientation of new employees or managers.
- It assists in career development and talent management by harnessing the full potential and talents of employees.
- It promotes succession planning and skills transfer as it promotes a learning culture in organisations.
- It promotes teamwork and sound working relationships.
- It assists in the implementation of performance management.
- It contributes to job satisfaction.
- It accelerates employment equity and black economic empowerment.
- It builds competence and capacity in organisation.
- It contributes to employee retention. Business Week reports that 35% of employees who are not mentored within 12 months of being hired are actively looking for a job and only 16% of those with good mentors are expected to seek other employment.

Meyer *et al.* (2007), in view of the overwhelming benefits of the coaching and mentoring programme, have warned about the potential pitfalls of this initiative. They cite some of the following pitfalls to be avoided in the implementation of the coaching and mentoring programme:

- Management not committed to mentoring and coaching because of the belief that they "came up the ranks the hard way, why must youngsters now get all the support and opportunities that they as managers themselves did not have?"

- Lack of capacity to start coaching and mentoring on the part of Human Resource and Human Resource Development managers, despite knowing that their organisations need the programme.
- Too much time spent on debating the differences between coaching and mentoring and subsequently leading to organisations to lose interest in the programme.
- Mentoring and coaching are viewed as the latest “catch-phrases” and therefore haphazardly aligning the organisations’ goals and missions.

It can be drawn from the above observations by researchers of the programme that these pitfalls will be prevalent in public sector organisations. Organisations that are mindful of these pitfalls will have smoothly implemented coaching and mentoring programmes as key talent management strategy.

3.19 Conclusion

This chapter started by looking at the different perspectives regarding the definitions of talent management. It has been clear throughout the engagement with the definitions that talent management is a concept under constant review. It has been important to look at the definitions of talent management because for managers of talent in organisations, particularly in the public service, thorough understanding of this domain may assist them in their duties.

The chapter looked at some of the job attitudes and practices inherent in the management of talent in organisations. Job attitudes such as organisational commitment, job satisfaction, pay satisfaction, tenure, employee engagement have been reasonably been discussed in this chapter. The concept of motivation has been discussed and suggestions for effective motivation have been availed ostensibly to give managers at the City of Cape Town municipality an opportunity to peruse them and get informed.

The chapter closed by looking at some of the contemporary approaches to talent management such as succession planning, acceleration pools and coaching mentoring as key ways of managing talent in organisations. These approaches were discussed, as they seem to be neglected within the public service. Nowadays it is

becoming a common feature to see retirees being reemployed in the public service to suggest that these approaches are neglected within the public service.

4 CHAPTER 4 – Research methodology

4.1 Introduction

This chapter describes the design of this dissertation research and the processes that were followed to gather fieldwork information for the project. First, an explanation for the researcher's rationale for selecting the research approaches used will be given. The subsequent section discusses the study design, which includes the reasons for the choice of the qualitative approach, and discusses the research instruments employed. This section includes the in-depth interviewing process, document analysis, and the interview guide. Next, the chapter discusses how access to the nucleus of the study, (City of Cape Town municipality) was established, which included the selection of participants and research sites; the technique used to recruit the respondents; and the profile of the participants. The chapter will close with a brief discussion of the content analysis method, which is the method, which was used for analysing the raw data collected. One of the basic tenets in a study of this nature is the issue of ethical considerations. This chapter will also explain and describe the processes of ethics in research.

4.2 Research design and methodology

Few pragmatic studies exploring talent management in the South African public service have been completed and this has given birth to the current study. This dissertation will therefore be an exploratory study. The purpose of exploratory research is to identify concepts or variables worth pursuing (Babbie, 2004:89). Cobb and Forbes (2002:200) have reasoned that in exploratory research, investigators must resist the temptation of pre-specifying their study population because this may lead to key informants being overlooked in the process of data collection. Bless & Higson-Smith (1999:42-43), have put their weight behind the above mentioned scholars by adding that the purpose of exploratory research is to gain insight into a situation, phenomenon, community or person. The study, as has been mentioned before in the earlier chapters, aimed at gaining insight into talent management phenomenon within local government in South Africa.

The study adopted qualitative research methods as it was concerned with information about things that are less easily understood by counting them, for example, the attitude that managers have towards the motivation of their staff. Qualitative research is about developing a detailed understanding of individuals' views, attitudes and behaviour (Cresswell, 1994). According to Marshall and Rossman (2006), qualitative research is one that takes place in the natural world, uses multiple methods that are interactive and humanistic; focuses on context; is emergent rather than tightly prefigured; and is fundamentally interpretive. Bell (2001:7), in agreement, also posits that researchers adopting a qualitative perspective are more concerned to understand individuals' perceptions of the world. They seek insight rather than statistical analysis.

The following table 4.1 highlights three distinct differences between quantitative and qualitative data.

Table 4.1: Distinctions between Quantitative and Qualitative Data

| <i>Quantitative data</i> | <i>Qualitative data</i> |
|---|--|
| <ul style="list-style-type: none"> • Based on meanings derived from numbers | <ul style="list-style-type: none"> • Based on meanings expressed through words |
| <ul style="list-style-type: none"> • Collection results in numerical and standardised data | <ul style="list-style-type: none"> • Collection results in non-standardised data requiring classification into categories |
| <ul style="list-style-type: none"> • Analysis conducted through the use of diagrams and statistics | <ul style="list-style-type: none"> • Analysis conducted through the use of conceptualisation |

Sources: Developed from Dey (1993); Healey & Rawlinson (1994)

The qualitative research method was chosen primarily because of what is captured on the right column of the table above. The researcher paid due attention to how data collected will be analysed and that is through the content analysis method to be briefly discussed later in this chapter. More importantly, qualitative method techniques were used in this study for three reasons. The first was the researcher's view that participants were knowledgeable about their situations and could best describe and verbalise their experiences through conversation. As Mason, (2002:64)

put it, the researcher wanted to interact and “have an on-going dialogue with [my] participants to talk through specific experiences in their lives”. The research topic, perceived challenges to talent management, which featured questions about people’s current job satisfaction, organisational commitment, talent attraction, turnover and turnover intentions, was an extremely sensitive topic and required face-to-face contact. This was the richest form of communication where the researcher could personally clarify the purpose of the research, ensure confidentiality and build trust with the participants during a personal interview (Lacity, Lyer and Rudramuniyaiah, 2008).

Secondly, as has been mentioned before, the research participants would rather participate in a face-to-face interview than participate in an anonymous questionnaire that they would not have any control of.

Finally, the fact that this was an exploratory research, the researcher preferred an approach that would allow him to cross-reference evidence and opinions provided by both primary and secondary sources to see where inconsistencies and discrepancies arose. Based on these assumptions, the research questions and the advantages of qualitative interviewing, the researcher decided to utilise the qualitative method to conduct this study.

4.3 Research strategy and design

The study proposed to conduct a case study at a local government organisation in Cape Town. Robson (2002:178) defines *case study* as ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’. The case study strategy has considerable ability to generate answers to the ‘why’ as well as the ‘what’ and ‘how’ questions (ibid). Bell (2001:10) reinforces this point by adding that the case study approach is particularly appropriate for individual researchers because it gives an opportunity for one aspect of a problem to be studied in some depth within a limited time scale. The data collection methods employed may be various. They may include questionnaires, interviews, observation, and documentary analysis.

Since the study adopted the qualitative method, interviews were chosen as a method of data collection for the current dissertation. Data is defined by Saunders *et al.*

(2003), as facts, opinions and statistics that have been collected together and recorded for reference or for analysis.

The semi-structured interview as a data collection tool was considered a good way of probing people's perceptions and the meaning they attached to reality (Punch, 2005). The use of interviews can help the researcher to gather valid and reliable data that are relevant to research question(s) and objectives (Saunders *et al.*, 2003). The method of semi-structured interviews was chosen as it incorporates the qualitative discussion element of strategic conversations whilst using a framework of standard questions that are prepared in advance (Ratcliffe, 2002), maximising opportunities for collecting meaningful information and allowing for the probing of complex issues.

It has been found that managers are likely to agree to be interviewed, rather than complete a questionnaire, especially where the interview topic is seen to be interesting and relevant to their current work. An interview provides them with an opportunity to reflect on events without needing to write them down (*ibid*). Other researchers report the same conclusions, where participants prefer to be interviewed rather than fill in a questionnaire (North *et al.* 1983, cited in Healey, 1991). The interview method allows interviewees to receive feedback and personal assurance about the way in which information will be used (Saunders *et al.*, 2003). In agreement to the effect that interviews may achieve a higher response than questionnaires (Healey, 1991:206) also makes the point that 'the interviewer...has more control over who answers the questions' in comparison with a questionnaire, which may be passed from one person to another. These are the primary reasons for this study's choice of the use of interviews as a method of data collection.

Documents such as, but not limited to, minutes of meetings, records of turnover rates, vacancy rates were analysed to further aid in the data collection process. The main research instrument in qualitative research was the interview. The researcher asked the questions and participants' answers were audio recorded using the Phillips Voice Tracer LFH0602 and subsequently transcribed and subjected to content analysis. The interview guide (Appendix B) had eleven questions that were asked to research participants and the responses audio recorded. Most of the questions were borrowed from researchers of talent retention in South Africa's local government like Kerr-Phillips and Thomas (2009:10). The research tool sought to explore perceptions

of research participants on issues of talent management challenges at their municipality and even suggest strategies to resolve these issues. For instance, question 8 asked participants on whether they were aware of any employees with the intention to turnover because such a question hinged on succession planning and management, duly covered in the literature review section of the study. Question 6 of the research tool sought to ask the research participants if they were aware of the amount of the talent lost at the City of Cape Town in the past year (2009) with an aim of having them thinking of issues of retention and as such. One other important question worth mentioning here is question 12, which its primary mission was to find out from the research participants if their organisation had a system of identifying talent suitable for the overall vision, mission, values and goals. It is important for establishments like the City of Cape Town to have such a system because more often than not, organisations tend to overlook this point and the end result is usually hiring 'misfits' in many organisations which, in turn impact on the overall performance of the organisation. Finally, question 10 was asked purely to establish from the participants of the study if they were aware of any employee/s whose skills and knowledge they felt were misplaced as this is also crucial in talent management, especially in organisations charged with constantly delivering services to the local population like the City of Cape Town as performance is often hampered as a result of this.

4.4 Sampling

In recognising the relationships between theory and data, purposive sampling was utilised and a semi-structured interview was employed as the data collection method. The International Development Research Centre (2005) defines sampling as the process of selecting a number of study units from a defined study population. Purposive sampling is done according to criteria relevant to a particular research question. It uses people who can help find answers to the research questions posed (Henning *et al.*, 2004).

The research participants were management and professional employees from the City of Cape Town local municipality and specifically those who had remained with the organisation for longer than six years. A six-year period appears to be a reasonable benchmark for tenure, based on the P-E Corporate Services Survey conducted in 2001 (Sutherland, 2004). Of the 700 South African companies surveyed, 67% of the sample of senior management leavers had fewer than six years of service. For middle management and skilled staff, 40% of leavers had fewer than

six years of service. Therefore, six and more years of service serves as a benchmark for solid tenure in the South African context. The other reason is for this study to have conversations with people that would understand most of the variables like talent management, talent attraction, talent loss and turnover in the public service as they have stayed long enough in the organisation to have observed and formed perceptions around these.

The participants spanned from directors to deputy directors, HR and HRD managers and other professionals. These managers are also the ones the organisation cannot afford to lose, because of their experience and added competences through the years.

4.5 Document analysis

This research project managed to gain access to a number of documents relevant to the study and these will be discussed in this section.

In research projects, documentary sources that the researcher gains access to depend largely on gatekeepers within organisations and this is according to Saunders *et al.* (2003:191). The gatekeeper at the City made sure that the researcher gained access to most of the documents that he believed could add impetus to this study.

This research study managed to have access to documents like the City of Cape Town's staff profile and the 2007-2008 staff turnover rates (see Figures 2.3 and 2.4 in chapter 2). These were analysed to ascertain the amount of talent loss at this municipality. The study also gained access to the Newsletter for the staff of the City of Cape Town, No 39 February/March 2010. Of particular interest to this study was an article on Contact Special Insert titled "*A smart City needs talent*". In this article, the City's intensive Strategic Human Resources introduced their 2012 programme titled "Integrated Talent Management" which included the following components:

- **Competency frameworks:** which the City of Cape Town municipality believes will be the common thread connecting Integrated Talent Management as these frameworks will detail the necessary skills and attributes of each of the career streams in the municipality.

- **Attraction and retention of skills:** it is the belief of the City that this component will address the problem of the large costs associated with making poor recruitment decisions. This component will be about identifying and focusing on attracting and retaining the right skills sets to ensure improved service delivery.
- **Personal Development Plans (PDPs):** the Strategic Human Resources team responsible for the Integrated Talent Management at the City believe so strongly that PDPs will assist in the identification of key skills and competencies in the City's new employees which will in turn guide all the human resources planning processes within this municipality. For existing staff, it is aimed that competency and skills will be audited to ascertain where they lack and the next component will duly address the shortages identified in the audits.
- **Focused training and development:** the linking of the PDPs and the City's strategy to departmental workplace skills plans will assist in the attainment of this component.
- **Performance management:** the City aims to do this to measure performance and potential and to utilise it for the continuous development of the staff.
- **Career and succession planning:** this will aimed at making sure that individuals progress in their careers by identifying growth opportunities. It will also assist in early identification and training of successors to retirees and resignations in key positions and ultimately ensuring smooth transition.

This research study also managed to get hold of the City of Cape Town's employment equity plan for 2010 to 2015. This document established that the City acknowledges that it must take affirmative action measures to ensure equitable representation of suitably qualified people from the designated groups in all occupational levels and categories. This, study felt would pose a serious challenge to talent management at this organisation because of South Africa's unfortunate past. There are still multitudes of people from the previously disadvantaged backgrounds that are unskilled in so many areas, which will render the attainment of having equal representation of qualified people in all levels within the organisation an impossible mission. This will ultimately present a colossal task to those handling talent management at the City.

Of particular relevance to the topic under study is one of the objectives in the equity plan that seeks to identify potential from the designated groups with the view to consider appropriate education and skills training opportunities. The city envisions engaging in one or a combination of the following development programmes: coaching and mentoring, career and succession planning. These are dependent variables that were adequately addressed in chapter 3 of this study.

4.6 Content analysis

The interview guide had questions that carried thematic dimensions related to talent management like *attraction of talent, talent loss, reasons for job turnover, intention to turnover, talent identification, job, skills and competencies match and career management*. It is for this reason that the analysis of this study will adopt the content analysis approach with emphasis on the themes mentioned above.

Qualitative content analysis involves a process designed to condense raw data into categories or themes based on valid inference and interpretation. This process uses inductive reasoning, by which themes and categories emerge from the data through the researcher's careful examination and constant comparison (Patton, 2002). It is about essence and the *nature* of the phenomenon as observed by Neil (2006). This is the method that will be utilised to analyse raw data in the next chapter. The researcher will attempt to exercise inductive reasoning and identify thematic messages coming out of the findings.

4.7 Access and ethics

Access and ethics are critical aspects for the conduct of research (Saunders *et al.*, 2003:113). These are aspects that require careful attention at the outset of any research project, argue these scholars. Ethical considerations were taken into account in this study. The research involved human subjects, therefore, ethical consideration with regards to participants' rights were observed (Patton, 2002). A detailed ethics application (through REC 1-6 forms, see appendix F) was made to the Cape Peninsula University of Technology's Faculty of Business Research Ethics Committee (FBREC) and approved. This section shall therefore give a brief account of how these issues were handled in this study.

The first point of contact with the City of Cape Town municipality was aided by the introductory letter (see Appendix A) from CPUT written and signed by supervisor of this research study and was accompanied by the interview guide (research tool) for the study (see Appendix B). The letter introduced this researcher to the organisation and clearly stated the intent of the research and sought permission to carry out the study at the City of Cape Town municipality. The letter also enabled the researcher to establish a gatekeeper for the study. The issuance of the interview guide to the organisation was a deliberate strategy move by the researcher to ensure that the organisation knew in advance what type of questions would be asked during the study. This was purely to provide the organisation with a clear account of purpose and type of access required.

Authorisation was given in the form of a letter (see Appendix C) from the City of Cape Town. The City also issued a letter (Appendix D) to the effect that themselves would select research participants. This enabled the researcher to have access to “knowledge rich” people within the organisation. One advantage of this approach was that the researcher was saved from individually approaching participants and waiting on their response. Participants were identified and appointments with participants were made on behalf of the researcher. Participants were also assured of anonymity and maintenance of the confidentiality of data they provided.

In the context of research, ethics refers to the appropriateness of the researcher’s behaviour in relation to the rights of the research participants. Wells, (1994:284) defines ‘ethics in terms of a code of behaviour appropriate to academics and the conduct of research’. One of the biggest tenets of ethics is the issue of consent and confidentiality.

At the beginning of each interview session, consent to use participants’ responses for the purposes of the study was sought and granted by all the interviewees.

4.8 Profiles of participants

The following diagrams show the profile of “research partners” at the City of Cape Town by race, gender, experience or length of service, professional/job title,

qualification level and lastly management level. Table 4.2 shows the job titles of all the research participants of the study.

Table 4.2: Job Titles of Research Participants

| | |
|--------------------------|--|
| Research Participant 001 | Project Manager (HR strategy) |
| Research Participant 002 | Principal Professional Officer |
| Research Participant 003 | Head of Learnerships and Apprenticeships |
| Research Participant 004 | Supervisor (ETD Skills Unit) |
| Research Participant 005 | Professional Officer (Adult Education Training) |
| Research Participant 006 | Manager (Payroll and Personnel Administration) |
| Research Participant 007 | Manager (Strategic HR Programme) |
| Research Participant 008 | Senior Librarian |
| Research Participant 009 | Manager (workshops) |
| Research Participant 010 | Senior Professional Officer (Literacy Training Department) |
| Research Participant 011 | Manager (Employment Equity) |
| Research Participant 012 | Divisional Commander (Basic Training Academy) |
| Research Participant 013 | Senior Professional Officer (Personnel administration) |
| Research Participant 014 | Senior Professional HR (Payroll) |
| Research Participant 015 | Staff Housing Manager |
| Research Participant 016 | Senior Professional HR |
| Research Participant 017 | Administrative Manager (Occupational Health and Safety) |
| Research Participant 018 | Training and Development Manager |
| Research Participant 019 | Skills development Facilitator |
| Research Participant 020 | Head of Fire Training Section |

It can be seen from the table above that the research participants came from different departments and divisions within the City of Cape Town. This has been valuable in that the research managed to get access to divergent views regarding talent

management challenges within respective departments of this municipality. It is clear from the table above that 40% of the research participants were from the City of Cape Town's human resources division. 25 % of the research respondents were involved with training and development in their respective departments and sections. The remaining 35% came from different departments and divisions like the public libraries, staff housing, and workshops. It is interesting to note that the study enabled all the managers to converge around a phenomenon that touches their work life and that is talent management.

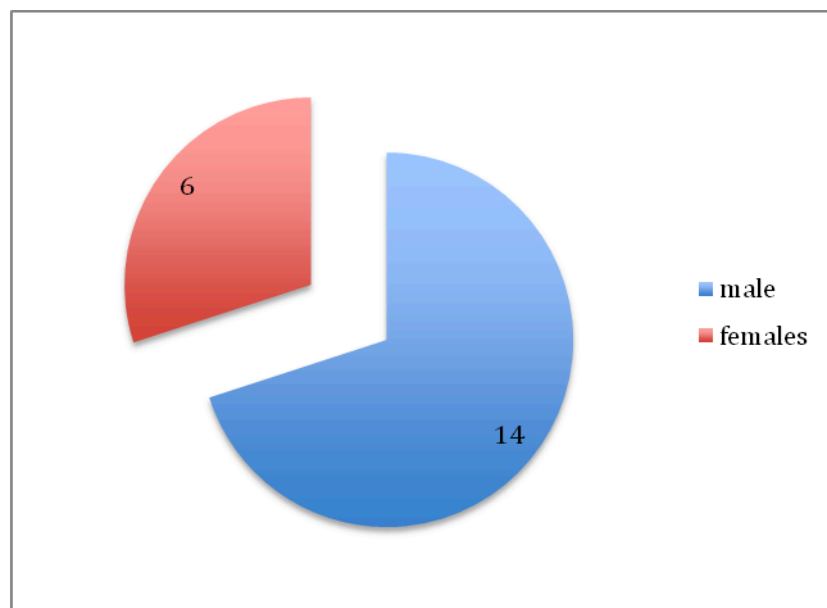


Figure 4.1: Gender of the research participants

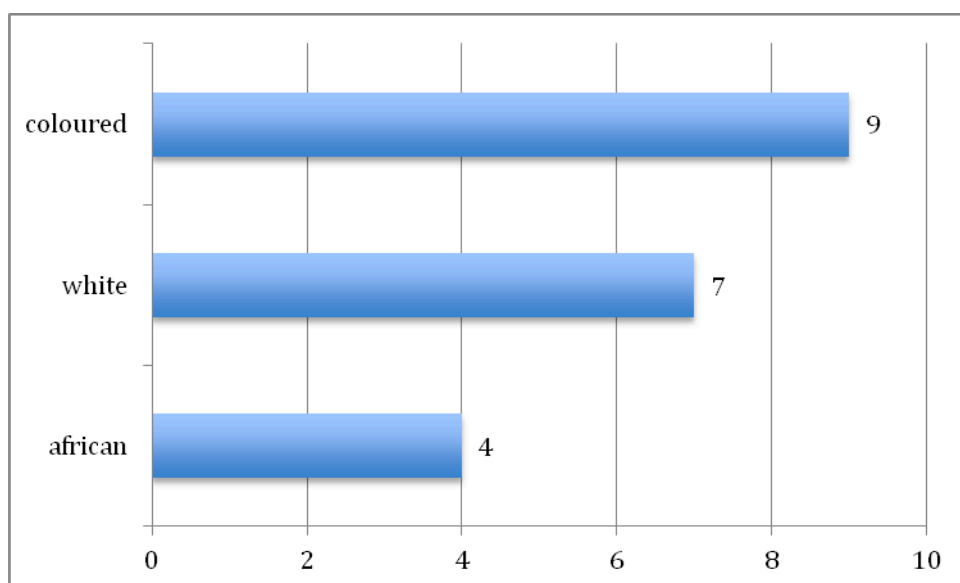


Figure 4.2: Research participants by race

Figures 4.1 and 4.2 above represents research participants' by race and gender. A total of twenty took part in the research. Of the twenty, fourteen were male and six female as indicated in the figures. Nine of the participants came from the coloured community, while seven were white and four Africans.

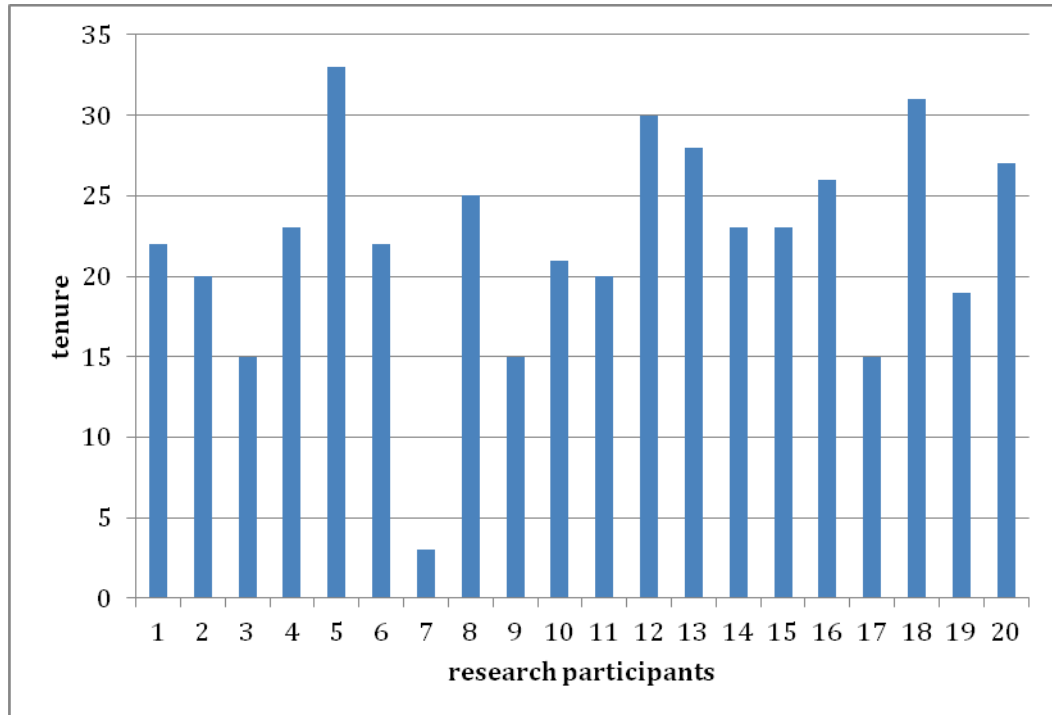


Figure 4.3: Participants by job tenure

Figure 4.3 represents the length of service of the participants in the public service. 75 % of the research participants had been employed in the public sector for a period of twenty years or more. It can be argued that these people have long been in the service to be referred to 'information rich' as research scholars often term them. These are the people that an exploratory research topic such as the one under research, would have so many stories to tell and as such contribute immensely in the process.

Literature is inundated with the notion that talent management in organisations lays solid emphasis on skills and competencies. These attributes, more often than not, come with training and qualification of some kind. Figure 19 below, shows qualification levels of the research participants. It is self-evident from Figure 4.3 that 10% of the research participants had Matric (High School Leaving Certificate) and Advanced Certificate respectively. 35% of those who took part in the research

process had a National Diploma as their qualification, while 45% had a Bachelors degree. The last 10% had a Master's degree.

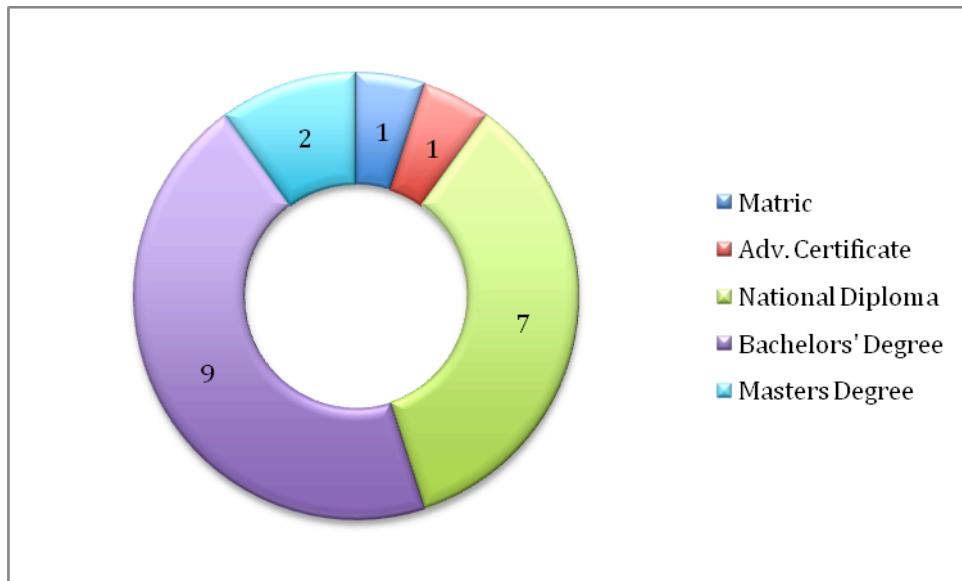


Figure 4.4: Participants' education levels

Figure 4.5 below is a diagrammatic representation of the research participants' management level. Levels two and three represent participants that are senior managers at the City of Cape Town.

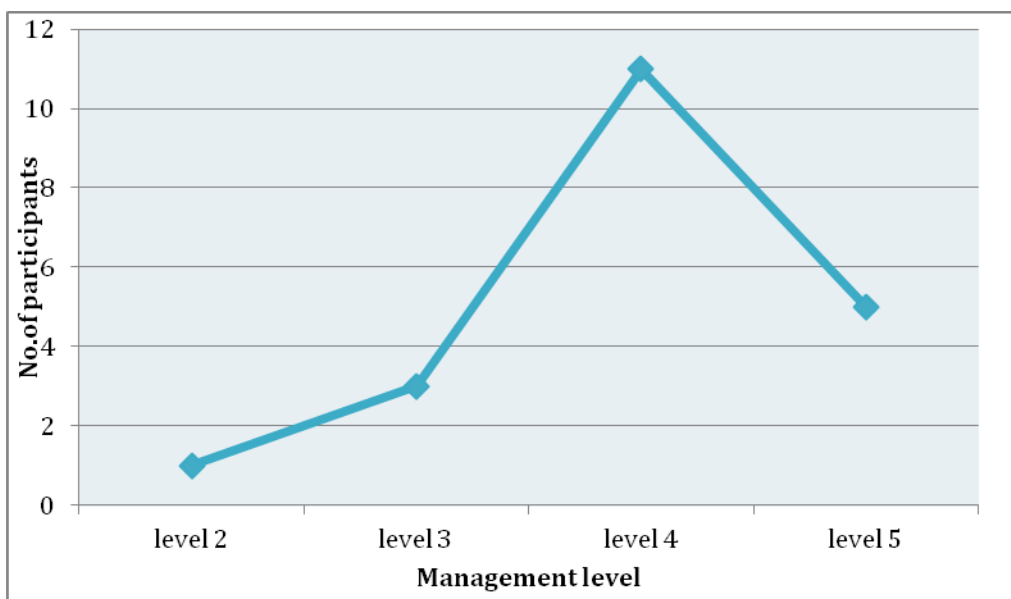


Figure 4.5: Management level of participants

Level four represents line managers in their respective departments, while level five are supervisors in their respective departments.

4.9 Limitations to study

The major setback to this study was the inability of the researcher to get hold of the vacancy rates at the City for 2007, 2008 and 2009. These were needed to compare and contrast financial implications the City has to endure in its recruitment and selection processes including job advertisements in the print and electronic media. This was going to confirm or deny the study's assumption that talent loss is expensive phenomenon for many organisations, including the public service.

The other limitation to this study was the inability to interview top management in Directors and their deputies to seek their perspectives into challenges facing talent management at the City of Cape Town. It must be pointed out here that failure to establish contact with these kinds of participants was a significant constraint in that these are deemed final decision makers and takers in organisations.

4.10 Conclusion

This chapter has introduced the research strategy and processes adopted for the successful completion. The issue of access and ethics have been adequately discussed in this chapter as they form the integral part of this study. The chapter has successfully introduced the research participants and their demographic data. It has also successfully discussed the profiles of the research participants at the City of Cape Town municipality that included key variables like tenure and their qualifications. It has given reasons why the qualitative research method was adopted ahead of the quantitative one. Documents that were accessed have been discussed and analysed in this chapter. It has therefore laid a foundation for the following chapter, which will be the discussion of the findings from the study.

5 CHAPTER FIVE – Data analysis

5.1 Introduction

This chapter will present the analysis of raw data collected by the means of semi-structured interviews as discussed in the previous chapter. First, a discussion and presentation of the research questions will be achieved. This chapter discusses the findings of the overarching themes that emerged from interviews with the research participants and will present a summary that will highlight the main ideas emanating from the data analysis process.

The chapter will also present some of the limitations that affected this study. The following will be a brief discussion of the main research questions of the study and their findings thereof.

5.2 Attraction of talent

The first research question sought to understand what attracted the research participants to seek employment in the public service. The underlying motive was to find out what were the current attraction factors to prospective employees to the City of Cape Town. The importance of this research question cannot be underestimated, as competition for talent is increasing growing fierce between the public and private sectors.

In response to this question, most of the respondents (87%) who took part in the survey saw job security as the primary factor that influenced them to seek employment with the City of Cape Town. Inherent in the following caption is the concept of job security in that the respondent tried the private sector but as they indicate, there is no security of tenure in the private sector. One respondent contributed, in their response to the research question:

“...I used to work for ... [government owned organisation - name withheld for anonymity]... for about 9 years and then I got bored and I went to the private sector. If they don't want you now [the private sector], they get rid

of you now...

Many scholars of job security define it as the prospect of continued employment with little or no fear of being forced to leave, as clearly demonstrated by one of the responses quoted below, which espouses a common theme from the research participants about one of the reasons they are attracted to the public service. Scholars of this phenomenon, which is prevalent in the public service, warn that it can also reduce worker productivity and restrict the efficient movement of resources between jobs.

“There was a sense that it’s a lifetime job especially pertaining to job security...”

This respondent has in their mind that it will be lifetime job and the danger in here is that there might be an element of complacency in terms of giving their utmost best because they know that they will never lose their job. According to (Grobler *et al.*, 2006:417) employees need to have a sense of job security and want to believe that management will not make unfair and arbitrary decisions about their employment as seen in the response below (own emphasis).

“...Well it’s firstly a good salary and then of course the fringe benefits with the City are very good and then also job stability. If you look at me, I have been here for 27 years and I’m still happy...”

This respondent (as others) also mentions other factors such as job satisfaction and pay satisfaction, which were dealt with in chapter three of this study as dependent variables of talent management.

Other respondents cited previous experience gained through for example, an internship programme, as a factor that attracted them to seek employment with the City of Cape Town. To quote one respondent:

“ What attracted me to the City was that I had experience with the then Metropolitan Council before I started working permanently for the City of Cape Town...I completed three months of in-service training; and on completion I then entered into my BTech and in doing my BTech I was required to complete a number of projects in the industry; and I returned yet again to the Metropolitan Council to complete those and then I got more exposure to the organisation and understood what the dynamics were...”

A sizeable (10%) amount of respondents cited family ties and connections as the factor that attracted them to the City of Cape Town.

As mentioned by one respondent as captioned above, pay satisfaction is also an attraction factor for many prospective employees. In fact one respondent boldly claimed:

“If you compare public service, City of Cape Town is the best paying institution”.

While this research can neither deny nor confirm the above statement, it is important to note at this juncture the fact that the element of pay satisfaction is emphasised by the respondent. One respondent added:

“It’s the competitive salary package for the young ones coming in. To an extent, there is still job security as well”.

In the preceding statements, job satisfaction, organisational commitment and tenure are highlighted. It has been argued in the literature visited that these variables are crucial in ensuring talent retention in organisations. In agreement here is (Brewster *et al.*, 2008:294) who add that pay and rewards are critical components in ensuring maximum return from human resources. This maximum return may be from the fact that employees give their best and remain loyal to their organisations because they are committed and satisfied with their jobs and employers.

Grobler *et al.* (2006:245), supports the above statement; who argued that some employees not only seek good salaries and benefits but also desire to satisfy certain human needs through their work. They want to work with agreeable and friendly co-workers and to receive ego satisfaction from performing their jobs:

“I’ve been here in as an HR professional for 25 years and I have never had a day that I’m bored and there’s never any lack of challenges...and the City of Cape Town specifically is a wonderful organisation to be part of...”

It can be safely concluded that the above statement has tenure, job satisfaction and organisational commitment inherent in it. This professional has been with the organisation for 25 years and they claim that they have never had a day that was boring because the City has abundant challenges for them to keep going.

All in all, job security, pay satisfaction, job satisfaction and organisational commitment were the main ideas provided as responses to the first research question by the research participants. In conclusion, it can be safely asserted that the City of Cape Town is an “an employer of choice” as evidenced by the responses from the research participants.

5.3 Talent loss

The third research question sought to ascertain the level of talent loss faced by the City in the three years preceding the study, and the reasons for such talent loss. The question was primarily intended to find out the extent of turnover within their respective departments and divisions given that it would be difficult for the respondents to have the figures for the whole organisation given the size of the City of Cape Town municipality. Talented employees referred to those employees who had excellent skills, competencies and experience necessary and relevant for their departments to render quality service to their clients. The research participants gave varying responses to this question. The following quotations illustrate the different nature of responses:

(1)

"2 people...one programme manager and one very highly specialised in IT".

(2)

"In our department not many..."

(3)

"That's difficult to quantify because like I'm saying it off my head could be anything from 15% -25%, thereabout".

(4)

"In my unit? More than 20. Top talented people".

(5)

"Our attrition rate is below 4%"

(6)

"We've lost too many people experienced people..."

(7)

"The City lost a lot of talented people, especially from the engineering side..."

(8)

"I have lost none".

(9)

"We have lost people with technical skills in the engineering field".

The responses on this research question showed that a fair total (55%) of the respondents had a rough figure concerning the loss of talent at the City of Cape Town while the remaining (45%) either said they did not have the figures or stated

that they had lost “quite a lot of talented people” in the specified period. This is an unfortunate scenario for the City of Cape Town as people charged with human resource planning and talent management do not have reliable information that will inform their decisions going forward.

It can also be concluded that most of the responses by the research participants indicated that the tracking of the loss of talented employees was often confused with turnover in general. A response like “our attrition rate is 4%” is a case in point here.

It was pleasing to note that 55% of the respondents could quantify the loss of talent in their departments and even recall their roles. An example here will be a response like the following:

“Well if you look at the year, in the strategic human resources department. If you look at top talent and senior professionals then we basically just lost two people, one at programme manager level and one who was very highly specialised in e-HR basically an IT specialist and analyst who helped us in e-HR component and that was a big blow for us”.

It can be noted from the above response that some research participants were knowledgeable on the loss of talented employees leaving the City and the impact it had on the overall running of their departments. Looking closely at the above caption, the research participant has explicitly expressed their concern in losing such a highly specialised programme manager in that it was a big blow to the organisation.

5.4 Reasons for job turnover

The next question was a follow up question to the previous one discussed above. The question sought to capture the reasons for talent loss or staff turnover at the City of Cape Town from 2007 to 2009.

Responses to this question were varied in many respects. Of all the respondents, 30% cited retirement and better career opportunities as the reasons for people leaving the employ of the City of Cape Town.

A sizeable number (15%) was non-committal as they cited lack of access to information from exit interviews at the City of Cape Town as their primary reason for their response. For instance one respondent said:

“I cannot tell you because when they do the exit interview, I don’t have the information as to what the causes and the reasons are, except for the informal chats you hear. Like “I was not getting the recognition I need” or “I wasn’t allowed to flourish as much as I think I should...”

Relying on the ‘informal chats’, as the above respondent put it, did however shed some light as to why people were leaving the City of Cape Town. From the above response, it can be deduced that frustration resulting from poor management practices within the City was pinpointed as one of the reasons for the loss of talent at the organisation.

Overall, 60% of the research participants cited frustration as the chief reason for the loss of talent employees at the City of Cape Town. One respondent claimed that:

“The first one who was head of payroll and Personnel Administration ... it’s the inconsistencies, and he was frustrated...”

Elaborating on this reason, they submitted inter alia, lack of capacity to adapt to the organisational culture; lack of transformation; poor implementation of the Affirmative Action at the City; and the unsettling political scenario (change of certain employees as a result due to the change in political parties – also known as Section 57 employees) as the primary sources to the frustration that led to the City losing top talent. The following quotation is an illustration of the assertions by respondents on frustration:

“People leave also because management isn’t necessarily that strong in every directorate, quite often there’s not good management guidance from the top, quite often people feel

unsettled and for that reason they leave...”

It can also be concluded from the above quotation that people leave because they are frustrated with management. Lack of management support in the form of guidance, which can be termed coaching and mentoring in this study is lacking within the City.

Other reasons advanced by the respondents included people leaving to go into self-employment. Lack of recognition was also cited as the primary reason for the loss of talent at the City. The following is an example of some of the responses on recognition:

“I know someone who wants to leave because they feel excluded in terms of changes that take place internally and structures that are put in place, the thing that I spoke about there being no recognition of talent until it’s lost and this person they can’t fight for their place at the main table, let me seek other opportunities elsewhere where my talent will be used”.

The above response on lack of recognition does result in frustration on the part of the employee. Recognition has been touted as one of key retention factors in organisations.

A follow up research question was asked which carried the theme of intention to turnover. Knowledge of employees’ intention to turnover i.e. the number of employees on the verge of leaving an organisation is key to effective talent management strategies as such measures such as succession planning are put in place once it has been established how many people will be leaving the organisation. This research question was meant to both awaken in the research participants the fact that employees will always want to leave and that they should therefore always be mindful of this and put necessary plans to curtail these or even plan in advance for those intending to leave. The reasons as stated by most of the respondents are similar as those discussed in the previous research question above.

A large proportion (70%) of the research participants knew of one or two individuals with the intention to turnover at the City of Cape Town. While a small number (30%) said they were not aware of any individuals with the intention to turnover at the time of the survey.

5.5 Career management

Career management with relation to succession planning is a key ingredient of any talent management process. Therefore, this research question asked what career management plans had been put in place between the City and the research participants.

In response, 65% of the respondents reported that they had not sat down with management to discuss their career paths. One research participant claimed that:

“Council has never done that, private sector did and I worked in the private sector, career planning and preparation of people for that was very strong in the chemical industry...”

The above statement highlights the fact that the City does not give employees an opportunity to discuss their careers in terms of progression within the organisation. This can be seen as a potential de-motivator for some employees who might subsequently leave the organisation. Scholars of career management like Grobler *et al.* (2006:246) claim that in the presence of well planned and executed career management programmes, employees are likely to stay motivated to perform at peak levels so that their career goals may be accomplished.

Another research participant, who also denied the presence of a career management strategy at the City of Cape Town, responded:

“No, there is no clear outline of where I will be or where I could be in the next 5 or 10 years, as you know within the City, growth or development depends on you, you must prove or show...”

It is evident from the above captioned statement that the City does not have a detailed (or maybe well communicated) career planning and management strategy in place. The respondent claims that it is up to the individual employee to work their way up the ladder without management intervention. This implies that talent management is not properly practised as a lot of employees lack knowledge as to where they are heading career wise. Other respondents (10%) declared that the question was not relevant to them as there were on the verge of retirement. Some respondents said:

(1)

“...In my case not such a good question because I will be retiring in a couple of years...”

(2)

“...To be honest with you my next career level is going out, I made a decision that because of my age I would be much better off in private enterprise, but not working for myself...”

Concerning the statement above, the researcher feels if the respondent will indeed were retiring in few years time as they claim, management ought to be in the know regarding this imminent retirement. In other words, a meeting ought to have taken place to put plans in place that will involve those that will be taking over after this person leaves. This is an opportunity for the City to put in place a succession planning mechanism that will take care of such scenarios in the future.

Some research participants (25%) indicated that they had discussed some career plans with the management. These participants reported that plans were underway at the City of Cape Town to start what they termed “competency frameworks” that will be developed for all occupational categories. These will identify ladders and career streams with different steps that one can progress. They will identify all the competencies that are required in a particular stream and finally identify the proficiency levels at particular points of stream. To quote one respondent verbatim:

“So I can, in terms of my own career, look at the competency framework that covers my area - my next step would be director. I

know exactly what proficiency levels are required and what competencies are required to be successful as a director... Now in terms of my career plan, my career is not just about going upwards, I'm already in a management stream I obviously have to wait until there is a vacancy at director level and then apply for it, which is not necessarily maybe something I aspire to".

It is evident from the above caption that this respondent was highly knowledgeable in matters related to career pathing and management. It can however be deduced here, that it seems there is no clear path that has been agreed between the respondent and the City management as the question sought to establish. This is so because the respondent says they have to wait for an opening and even if an opportunity presented itself, they do not aspire to move up their career ladder.

5.6 Job, skills and competencies match

This research question sought to find out if the respondents felt that there were some employees whose skills and knowledge had been misplaced in the City. The question's main mission was finding out the extent of talent misplacement at the City of Cape Town. It has been evident throughout the analysis of available literature that one of the major challenges to talent management is failure by organisations to match talent to jobs. The end result of this unfortunate scenario is frustration and demotivation on the part of employees hence the ever-increasing turnover rates in organisations.

An emphatic total (90%) of the research participants reported that the mismatch between knowledge, skills and job placement was prevalent within the City of Cape Town. This is a worrying scenario as it impacts not only on the morale of the employees concerned but also on the mandate of delivering services to the general population of Cape Town. There are three quotes that illustrate this problem. The first participant responded:

"We did a skills audit sometime back, we were shocked as to what people can do, and people were motor mechanics, artisans etc and yet

they were not doing the same functions...”

It can be deduced from the preceding caption that the City has the capacity to curb the problem of mismatch of skills through skills audit programmes. It appears, according to the respondent, that the audits are not conducted regularly, which can be a huge problem facing talent management. These can result in some employees getting frustrated in what they are doing before the audits and subsequently leave the organisation. A second research participant contributed:

“I have had one individual for example who moved out of the department; and people didn’t understand why. I was pushing that person out because I saw that if I keep them in here they’re not benefitting as a person and also the organisation doesn’t benefit so they are now in area they are doing what they love, they enjoy every moment...”

It is a commendable for the City of Cape Town to allow individuals to rotate jobs within the organisation as observed in the above quotation. Scholars of this practice have confirmed that job rotation has the potential to motivate employees and subsequently curb staff turnover in organisations. Finally, the third research participant posited:

“Yes. I will give a very good example: I recruited someone who was working for a contractor, there he was on the IT side ... so we recruited them, we encouraged him to get them self to get accredited, Microsoft A+, I think it was. A very motivated individual ... he was that good and he got pinched from here...so he got moved out of the technical IT focus into a supervisory position where he was managing the division...and I’m looking at this guy who has excellent IT awareness, a good focus on service related issues in the council. The sort of person you want as technical support in IT activities...”

It is evident from the above contribution by one of the research participants that at times promotions are done out of the primary focus of employees' competencies. It is the research participant's belief that the employee could have been retained in the position they were doing and instead rewarded appropriately so they could continue serving in their positions.

The three responses from the research participants suggest that to some extent talent is misplaced at the City of Cape Town. The remaining 10% contended that they were not aware of such a problem with some indicating:

"In my department, it's a specialised section so you need some sort of skill or knowledge on apprenticeship and learnerships and implementation thereof..."

It can therefore be concluded here that there are departments at the City of Cape Town, which do not leave any room for misplacement of talent of any sort. This is a wonderful development in that it has been proven over time that employees who do tasks that they are passionate about are hardly demotivated and rarely want to leave their organisations. Mccauley & Wakefield (2006) have advised that continuing to assess available talent through skill audits or what others term talent-gap analysis, and placing the right people in the best roles, organisations can survive and thrive in today's increasingly competitive environment.

5.7 Talent retention

This research question aimed to find out what the research participants thought should be done to retain top achievers in the public service. It was meant to capture participants' suggestions that will form part of the recommendations section later in this chapter. Quotations are given to cite examples from the research respondents.

- Focused and specific retention strategy.

On this point, participants believed that the City must devise a strategy that will ensure that highly talented employees are retained for the longest time within the employ of the organisation. Explaining on this point, one respondent said:

“...it is only normally just at a time when a person has put in their resignation that you suddenly aware that you have done nothing to put in place a proper succession plan or a career management system that is going to ensure continuation of delivery of that function...”

The respondent above does echo similar sentiments in the literature around the talent management domain. Successful organisations are those that have put in place succession plans in place to care of situations like retirement and resignations as scholars like Ibarra (2005) have observed. Inherent also in the caption above is a sound career management system at the City that will ensure that employees are nurtured all the way through the organisation. Literature has suggested this as an effective way of managing talent in organisations.

- Investment in top achievers.

Investment in top achievers was a point that was raised as key retention factor by the research participants. Participants decried the fact that one of the biggest concerns possibly would be the retention of key talent, especially in areas of scarcity for such talent. In advocating for investment in top achievers said:

“There is no structure or specific programme that highlights the individual’s capacity and ability to deal with more than just required. Investment in top achievers means to extend their job descriptions to make it more meaningful...”

The participant above is adequately advocating for a system that will ensure that employees at the City are kept motivated by extending their job descriptions. Inherent here is the fact that while these job descriptions will be extended there will be an element of job rotation and learning on the part of the employees. Research participants believe this will ensure that employees’ motivation levels will be kept high resulting in employees staying with the organisation.

- Employee recognition

Research participants contributed that employee recognition can be useful in keeping employees in organisations. Respondents felt if employees performed functions beyond the call of duty, they needed to be recognised for that. One research participant suggested that management could write individual employees letters of appreciation, issue a certificate of recognition, a handshake or a complimentary message would suffice to the employees.

“...there should also be some way of giving people recognition, making people recognised for what they do. What often happens is you do all the hard work, but the person above you or the director, they receive the glory...”

The above caption is an observation by one research participant that more often than not management steal the limelight from their supervisees. The suggestion here is that employees need to be fully acknowledged for the good job well done. Literature on motivation has suggested that esteem is often boosted by prestigious job titles in organisations (see figure 3.4 of chapter 3 of this study). Recognition has been embedded in literature as highly instrumental in keeping employees motivated and therefore committed to stay with their organisations as their need for esteem is constantly met. The second example on the issue of recognition is by one respondent who said:

“There can be recognition in other ways, so I think the local authority like ours, the highest level of management needs to get off their chairs and try and find a way of thanking, complimenting and giving feedback to the people that are producing all the time...”

Adding on the recognition aspect was one respondent stated:

“...there should be some way of giving people recognition, making people recognised for the work they do. What often happens is you do all the hard work, but the person above you or the director, they receive the glory”.

The two captions are just representative of what the research participants unanimously agreed should be done to ensure retention of key talent at the City. The last respondent quoted above went on to cite an unfortunate scenario where there was an implementation of some project in one community where employees had to promote it in the community and at times at night. Newspapers only reported on the good job the director had done and there was no mention of the people who had contributed to the success of the project. This often results in employees being frustrated and then thinking of leaving the organisation.

- Management feedback seemed to be lacking at the City of Cape Town municipality. This was the observation of 40% of the research participants who observed that more often than not feedback from management was hard to come by. One respondent said:

“...top achievers get frustrated with the fact that sometimes they go into areas where the risk is too high, they don't get feedback on the work that they have been doing...”

It is evident from the above response that participants perceived lack of management feedback as a major cause to the City's failure to retain talent. This absence of feedback resulted in employees getting frustrated and in the leaving the employ of the organisation.

- Reward and compensation of talent

Though a substantial number of the respondents felt that employee recognition was vital in talent retention, there were those that felt the City had to look at formulating ways and means of aptly rewarding talent within their employ. An immediate testimony to this perception is the following quotation:

“We have performance bonuses once a year, but what I suggest is also merit bonuses or achievement bonuses, not just monetary...”

The research participant above is clearly indicating that the City must ensure that monetary rewards are not the only way of compensating talent. The last three suggestions that the research participants of this study reasoned on were regular skills audits, career management and work life balance. Those who advocated for regular skill audits reasoned that these were of vital importance in ensuring that talent management at the City of Cape Town was run effectively. This, they thought, would ensure that employees kept motivated in that if found wanting in some competencies, then they will be trained to bridge the gaps. The other benefit of the skills audits will be to ensure that they are no employees misplaced within the organisation.

The participants of this research project indicated that the regular skills audits they were advocating for would also assist in the management of careers and progression within the City. Literature has revealed that succession planning and management is part and parcel of talent management. It is the feeling of the researcher that these regular skills audits would also assist the City in this regard. In the implementation of these regular skills audits the City management would be able to keep track of those intending to leave, resign or retire, how many are due for progression and what skills do they have or need to occupy those soon to be vacant positions.

- Work life balance

On this, the participant posited that it is important in that, if looked into successfully, it can be of vital importance in ensuring that employees stay long with the City of Cape Town. One participant said:

“...we appreciated the work she was doing. She loved the work that she was doing but it was impacting her family life, she wanted to spend time with her husband and they could afford for her not to work for a while...”

The above response was in reference to an employee who left the City. It can be seen from the caption that the employee was highly appreciated by their colleagues but due to family reasons, they left.

In support of a work life balance kind of programme is one research participant who suggested the City goes back to flexi-time model. The participant said:

“...the City used to have a thing called ‘flexi-time’, so where someone actually had a problem and came in late, it wasn’t an issue if they worked it in later...”

It is the feeling of the researcher as well, that for professional staff at the City, fixed hour mode of operation can be a problem for employees. Flexible time model may be suitable for the implementation of a work life balance programme at the City. The most important thing with this model is the fact that employees have to do 40 hours a week. So this would have come in handy for the employee talked about in the earlier quotation who left because of stress related work issues.

These are the suggestions that were advanced by the majority (80%) of the respondents and as earlier indicated, will form part of the basis for the recommendations to be discussed at the end of this chapter

5.8 Talent identification

This research question sought to find out whether the City of Cape Town had a system for identifying talent suitable for its vision, mission, values and goals. The question was asked as a follow up to the previous question on misplacement of key skills and competencies in organisations. Literature around talent management has revealed that one of the key components of an effective talent management strategy is the identification, nurturing and retention of key talent in organisations. This research question was therefore aimed at exploring whether the City of Cape Town had a process of identifying talent suitable for its vision, mission and goals.

The following Figure 5.1 presents research participants’ responses by way of **yes** or **no** to the above research question.

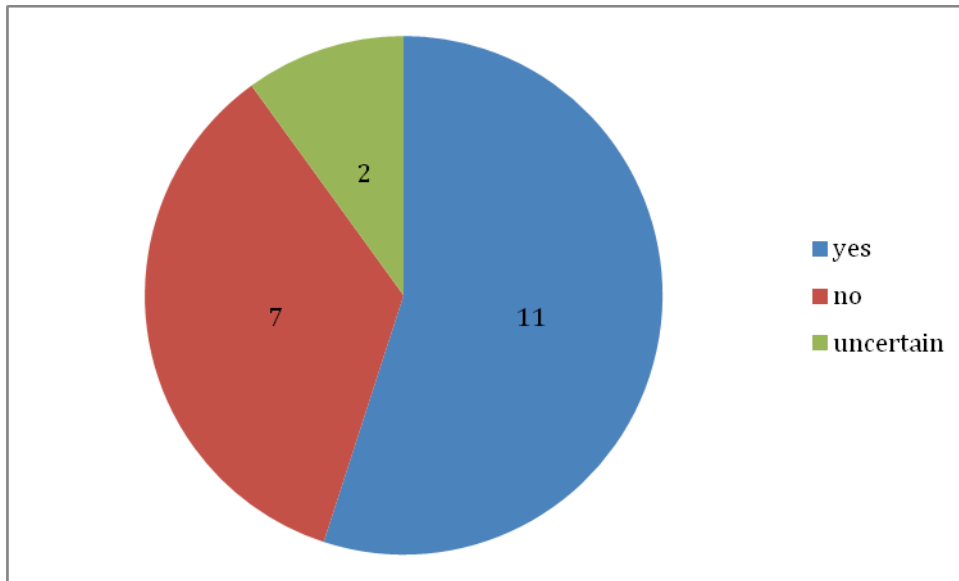


Figure 5.1: Research participants' responses on talent identification system at the City of Cape Town

It is clear from the responses that 55% of the participants in the survey did confirm that the City had a system in place to identify talent suitable for the organisation's vision, mission and goals. The other 45% of the respondents either denied such a system or were uncertain of such a system's existence.

Interesting to quote from those that affirmed the existence of such a system includes:

"Yes...as a component of human capital management, a transformation plan was put in place for the period 2007-2012; as part of that plan, we included the recommendation of a talent management strategy, the purpose and objectives are aligned to the vision, mission, the goals and objectives of the City of Cape Town...we need to focus on the integration of various factors in the external environment such as the establishment of the CHEC partnership.

The Cape Higher Education Consortium (CHEC) represents the four public universities in the Western Cape and is the longest standing regional higher education consortium in the country. CHEC appreciates the opportunity to respond to the City of Cape Town Review of the Economic Development Strategy as requested

by the City (www.chec.ac.za). The other respondent from the affirming the presence of a talent management system, posited:

“Yes I can actually give you a copy of the presentation, it’s all part of the integrated talent management strategy of the City. You start with the development of staffing strategy which starts with a process of, what is your strategic mandate, what is your business environment and what do you have to deliver on, then you do an analysis of what you have...”

The two quotations presented above, do show that the City is heading in the right direction in terms of sound talent management practices. The state of local government report of 2009 observed that the seriousness of skills scarcity is deepened by the decline of municipal professional associations and poor linkages between local government and the tertiary education sector. This has contributed to the serious breakdown in the supply of municipal professionals. In CHEC, the City will be able to identify talent early that is suitable for its functions.

On the other hand, 45% of the research participants either denied the existence of such a system, or were not certain. Amongst these were those who responded by saying by both yes and no when quizzed on the existence of a talent identification system at the City of Cape Town:

The answer is going to be twofold, yes and no because there is no specific system that I can refer to, however, what they use in this particular point in time is the organisation’s strategic objectives and the recruitment and selection plays a role in making sure that we bring in the right people...”

The response above does show uncertainty as to the existence of a talent management system at the City of Cape Town by some managers. It should be noted here that a talent identification system is, in broader terms, referring to recruitment and selection. Brewster *et al.* (2008:133) warn that when managers restructure a recruitment strategy in the emerging market for labour, a critical issue

should the ability to understand the new workforce. This means that even in market downturns, it is imperative that managers maintain a creative recruitment-and-selection strategy, as the skill shortage is a long-term proposition. Only in this way will organisations such as the City of Cape Town continue to absorb new talent.

5.9 Challenges to talent management in the public service

This research question asked the participants what were the major challenges to talent management in the public service, particularly in local government. It formed the crux of the present exploratory study. It was asked mainly to capture research participants' perceptions regarding talent management and the challenges thereof within their own work environments. The following are the perceived challenges that the research participants viewed to be serious concerning talent management at the City of Cape Town.

- Retention of key talent, especially in areas where there is scarcity of critical skills. This was evident throughout the research participants' responses that retention of key talent, particularly in areas of scarcity like engineering and IT was a serious problem at the City.
- Development of a talent management approach that will enable the City to attract and retain key talent. This was perceived to be a challenge within the City because of the numerous problems enumerated in the study. One of them was the evidence of the mismatch of talents with jobs at the City which resulted in employees being demotivated and frustrated and eventually leaving the employ of the municipality.
- Unions and management not agreeing on issues related to talent management. This was pinpointed to be a huge challenge in that processes like succession planning and management were constantly in jeopardy, as unions would not agree on whom to be promoted and such.
- The size of the City of Cape Town makes it difficult to implement talent management effectively. The City, as this study has revealed has almost 25 000 employees. This is too large a number to successfully implement and monitor a talent management programme.
- The working environment makes it difficult to implement talent management. Concerning this point, one research participant said:

"I think the bureaucratic environment of the organisation, people cannot go and implement what they think are the best practices...we are limited in doing what we would want to do so you can't just go and explore, we are held back by bureaucracy and legislation".

- Aging workforce at the City of Cape Town, which impacts on succession planning and management. On this point, one research participant observed:

"Big challenge, aging workforce. If you look at the guys that work here, they are in their 40s and 50s and I think the average age of artisans is close to 50. We need to be dynamic as an organisation and not only say we don't have funds, etc, because what will be happening in a few years is a massive exodus of people retiring..."

Still on the issue of aging workforce, one participant observed that young workers often come in highly motivated and in the long run lose their energy levels as their talents and gifts are not always recognised by the City management. The research participant thought:

"People are young when they enter and they are competitive and they want to go places and this place sort of stifles that in that it takes longer to get to the desired places..."

The above-mentioned caption does in a way support the following challenge as well.

- Loss of talented employees due to lack of recognition by management. An example here is from one research participant observed that often people leave the City of Cape Town because some would say:

"I was not getting the recognition I need or I wasn't allowed to flourish as much as I think I should..."

- Lack of performance related incentives

Under this challenge, participants reasoned that the City had performance bonuses once a year but most of them felt the City could do more in coming up with ways and means of rewarding top talent. They suggested that the City could try some measures like merit allowances and even showing recognition to those who have worked extra hard by issuing them with certificates of appreciation and such.

- Affirmative Action implementation, which emphasises on experience rather than qualification of employees. Research participants felt this poses a serious challenge to talent management at the City because experience and qualification should and must be treated as whole entity in talent management. Thus, one should not be dominant over the other.
- The other challenge facing talent management within the City of Cape Town is the issue of mismatch of skills. To quote one of the research participants verbatim:

“There’s is side that deals with environment issues, environment resource management which deals with things with land sites and how they can be sustained...you find that they are sitting in training and development...”

- Lack of regular and constant feedback from management

This was cited as a problem in that the City had employees who from time to time would work beyond the call of duty and at times taking too risky a job. Participants felt that more often than not management did not acknowledge these employees by way of handing them constant feedback. It is the researcher’s belief that as well, this does pose a serious problem in talent management, as management is not aware of what people can do beyond their usual departments and work stations. This can in way deny management an opportunity to see if employee X is good in job Y or Z and what skills and competencies they were having or more importantly lacking.

To sum up this section or research question, the bulk of the research participants (70%) posited that bureaucracy or “red tape”, as some commentators prefer to call it is a major challenge or obstacle in the implementation of talent management in the local government. The same percentage of the respondents did also agree that

political interference does pose a serious challenge to talent management because when a new political party takes over after an election, employees that were appointed by the vanquished party are expelled regardless of the fact they were talented in the positions they were holding or not. One research participant on this said:

“In local government, there is what is called Section 57 employees that report directly to the City manager. Every time, you must understand that there are political appointments, now it means that, the last example I was going to make was that, those were appointed by the DA, those who were appointed by the ANC, when they lost, they were kicked out, regardless of the skill and other things, they don’t consider that, all they say is “I want a person who is going to drive my policy...””

The political interference that the research participants perceived to be a challenge facing talent management within their organisation, as can be seen above, is that the section 57 are not junior officers but senior officers with political agendas that ultimately filters down the entire organisation.

5.10 Consolidation of the perceived challenges with the literature

This section will look at the perceived challenges from the research participants and attempt to consolidate them with the challenges of talent management as contributed by researchers of this domain. In achievement of this, reference shall be made to figure 3.6 of chapter 3 of this study by Vidyeeswari & Nair (2009). These scholars have identified the following as challenges facing talent management in organisations:

- Attracting high quality candidates
- Identifying and developing high performers for key positions
- Retaining top performing employees
- Filling high impact positions to support the company’s growth
- Keeping employees engaged and focused on high priority goals
- Optimising compensation to serve business objectives.

It has been evident in the study that attraction of key talent and retention of such is a serious problem at the City of Cape Town. It has been reported by the research

participants, in response to the research question that sought to find the amount of talent loss at the City that retention of key talent is indeed a problem.

Identification of high performers and developing them for key positions has been reported to be a challenge facing talent management at the City. This is often compounded by the political interference that local government often finds itself embroiled in. A case in point here is the issue of Section 57 employees that are handpicked by the political party that had won elections. This is a serious challenge that can defeat all intents and purposes of a talent management system as talent is often ignored when appointing these employees.

Attraction of high quality candidates, presumably through initiatives like CHEC, can be a pipe dream to the City of Cape Town. This is so because the City, according to the research participants, is an ageing organisation. High quality candidates want to be appreciated all the time and this has been reported by the participants of this study to be a problem at the City.

Mismatch of skills at the City has been reported to be a major challenge that faces talent management at the organisation. This in line with what Vidyeeswari & Nair (2009) has termed keeping employees engaged and focused on high priority goals. The primary goal of the City, as is the rest of local government in South Africa, is to render services to the local population. This goal cannot be achieved if employees are positioned in jobs that they are not competent in or worse still, their competencies are underutilised. In the view of Cunningham (2007), talent management can be contextualised by taking into account two core strategic options, namely “aligning people with roles and aligning roles with people”. Aligning people with roles implies a preference towards recruiting talent, learning and development while aligning roles with people focuses on utilising talent through an enabling work environment.

Compensation and reward for talent has been reported in this study to be a serious challenge at the City of Cape Town. Vidyeeswari & Nair (2009) have found that optimising compensation to serve business objectives is a challenge facing talent management in organisations. It can be argued here that business objectives will mean service delivery in the context of the City of Cape Town. Research respondents of this study have reported that management often stole the limelight from the hard

working employees instead of recognising them for the good work. It is therefore safe to conclude that the City will often find it difficult to optimise compensation to achieve service delivery to the local population.

In summary, it is a safe conclusion to suggest that the challenges found by Vidyeeswari & Nair (2009) are in agreement with the challenges perceived by the research respondents in this study to be facing talent management at the City of Cape Town.

5.11 Chapter summary

This chapter has presented responses to the key research questions of the study. Talent management is facing serious challenges at the City of Cape Town. This chapter has enumerated some of these challenges as perceived by the 20 research participants of the study. Of note, has been the challenge to retain key talent as evidenced by responses from the research participants on talent loss at this municipality. The chapter has attempted, successfully so, to link the perceived challenges from the research participants to those that have been highlighted by researchers of talent management.

6 Chapter 6 – Conclusions and recommendations

This chapter will discuss the conclusions drawn from the findings of the study. It will attempt to link the findings to the literature around talent management discussed in chapter three of the study. The chapter will close with a list of tangible recommendations for the City of Cape Town municipality to guide their future implementation of talent management strategies.

6.1 Conclusions

The study's 'research partners' provided varying responses that led to the conclusion that people in management have not "put their fingers on the talent management pulse" of the City of Cape Town at the time of the study. Simply put, it is generally an acceptable standard within talent management landscape that management should keep turnover in check and devise means to curb this ever-worsening phenomenon in the public service.

It has been evident throughout the literature visited in Chapter 3 that effective talent management means all managers in an organisation on board. Ibarra (2005) has come on to strongly advocate for succession planning that the researcher feels the City of Cape Town should attempt to implement some of his strategies around this.

Talent management faces a serious problem here because once these employees leave, they depart with immense institutional knowledge and experience that they should have shared through processes like succession planning and career management as scholars like Ibarra (2005), Meyer & Botha (2004) and others have suggested in the literature chapter of this study.

55% and 45% of the research participants respectively, on the system for talent identification system at the City does leave one with no option but to safely conclude that communication and certainly the selling of new processes at the City of Cape Town is not done appropriately or effectively. Thus, the fact that 55% of the research participants denied such a system is testimony to suggest that City's internal communications need to improve to ensure smooth flow of information within the organisation. Perhaps this is supported by one responded who claimed:

“The small local authority have the challenges that the bigger local authority has because like the City of Cape Town for example it so big, it has 23 000 people, we’ve got so many depots and work stations, you got a tremendous structure...so the integration and the interaction at the various levels is very bureaucratic...”

What comes out from the above response is the fact that bureaucracy at the City of Cape Town is worsened by the size of the organisation and this makes the implementation of talent management to be exposed to problems.

6.2 Recommendations

It has been stated earlier that research question 6 will be utilised primary to inform the recommendations in this subsection. The following are the recommendations that this study would like the management of the City of Cape Town to consider.

It is worth noting here that, the move by the City of Cape Town to form partnerships like CHEC is a commendable move worth replicating around all municipalities in South Africa. Forums like CHEC are essential for municipalities like the City of Cape Town to assist in the early identification of key talent suitable for their employ.

It has also been evident throughout the research that exit interviews ought to be conducted for each and every employee lost to the City of Cape Town to avoid speculation on the reasons why people leave. Head of departments and line managers should be instrumental in taking the lead in these interviews and maintain records in their departments.

It is highly recommended here that City of Cape Town needs to look at the issue of work life balance as a matter of urgency. It became apparent in the study that one of factors leading to talent loss at the City is the fact that employees felt stressed that they could not handle the pressures of the job and that impacted on their families. This can be achieved by regular interviews by managers on job evaluation and performance.

In the domain of talent management, the HR professionals at the City of Cape Town must be active in the management of this process. The City should achieve this by making sure that HR professionals handling the domain of talent management should have capabilities like; able to design reward systems; able to shape the organisation; able to craft a culture; able to enact and personalise a culture in their departments.

The study also recommends that the City of Cape Town be broken down into multi talent pools as it has been observed that its size does hamper the management of the talent management domain. This will enable the City to train and appoint “talent managers” in different units within the municipality. On this recommendation, one respondent suggested:

“We should go back to the previous method where we worked in what we called the 7 Administrations which made up what is now the inner city, that worked more efficiently because everybody knew everybody to a certain extent, you could go to your lower level of workers, they understood the processes, the organisation has 25 000 employees and it’s too big, so communication channels break down”.

It is also recommended that the City of Cape Town appoint some of the research participants in spearheading talent pools mentioned above as it is the belief of the researcher that since they have provided suggestions regarding talent management at the City of Cape Town, they may be beneficial in the implementation of their suggestions.

The above recommendation will then lead to the formulation and implementation of a talent retention strategy that will be adopted by the different “talent managers” from the multifaceted units and departments within the municipality.

The study wishes to recommend a follow up research study to be conducted that will look at the implementation barriers of talent management at the City of Cape Town as embodied in the Integrated Talent Management initiative discussed in chapter four of this study in the document analysis section.

Moreover, future research that this study recommends is the possibility researching on the succession planning and management at the City of Cape Town or local government in general as it is increasing becoming evident that different municipalities around the country engage retirees.

On numerous occasions during the data collection process, the researcher had to explain what TM is all about. The study wishes to finally recommend further research on assessing competencies of handling TM of senior managers and managers in local government in South Africa.

In conclusion, it will be wise to close this study with the suggestions of one of the ardent researchers in the talent management domain in Rothwell & Kazanas cited in Dijk, (2009:528) who have suggested the following steps that can assist the City of Cape Town and local government in general to create talent management strategies that would link individual competence to organisational success. The steps are:

- formulate the talent objectives, including a review of current talent initiatives;
- examine the leadership of the organisation to determine its commitment towards talent management (and the extent to which intention towards talent development and retention is reflected in all administrative structures and processes);
- review the organisational structure to determine whether talent will be supported;
- review performance and reward systems to determine whether talent will be encouraged;
- budget for resources to implement the talent strategy;
- communicate organisational intent towards talent attraction, development and retention;
- develop functional objectives for talent implementation.

It is the sincere hope and belief of the researcher that these self explanatory steps, once followed and made suitable for the City of Cape Town municipality, will go a long way in ensuring that the City manages talent to continue deliver services to the local population.

7 Chapter 7 - Study summary

Introduction

Local government municipalities in South Africa are faced with a serious challenge of service delivery. Research continues to point to a plethora of problems in the public service that lead to the failure of municipalities in the country to deliver services to the local population. One of the problems emanating from research is poor talent management strategy that fails to retain key talent in the public service.

In the light of the continuing service delivery protests that are a result of the current skills shortages in South Africa, the present study focused on the perceived challenges to talent management within the public service with the City of Cape Town municipality as the case study. It is the belief of the researcher that identification of these challenges may assist the municipality and the rest of the municipalities in the country to manage talent effectively and subsequently deliver services better across the country.

The aim of the study

The aim of the study was to explore perceived challenges to talent management at the City of Cape Town municipality. A qualitative research method was adopted for the study with the semi-structured interview utilised as the data collection tool and conducted on twenty senior managers at the municipality. Data collected was subjected to the content analysis method.

Objectives of the study

The study's primary aim was to gain insight into talent management phenomenon within local government in South Africa. More importantly, the study sought to find reasons to the ever-increasing loss of talent in the public service and to recommend better ways of averting the predicament.

Research design

Qualitative method techniques were used in this study because of the researcher's view that participants were knowledgeable about their situations and could best describe and verbalise their experiences through conversation.

The research topic, perceived challenges to talent management, which featured questions about people's current job satisfaction, organisational commitment, talent attraction, turnover and turnover intentions, was an extremely sensitive topic and required face-to-face contact. Secondly, as has been mentioned before, the research participants would rather participate in a face-to-face interview than participate in an anonymous questionnaire that they would not have any control of.

Research findings

Challenges facing talent management at the City of Cape Town municipality included failure to retain key talent, lack of employee recognition, succession planning and management problems, and sluggish career management strategies. These talent management challenges were found to be connected to the dependent variables of the study like pay satisfaction, turnover and intention to turnover theories, organisational commitment, employee engagement and motivation.

The first research question sought to understand what attracted the research participants to seek employment in the public service.

In response to this question, most of the respondents (87%) who took part in the survey saw job security as the primary factor that influenced them to seek employment with the City of Cape Town.

The second research question sought to ascertain the level of talent loss faced by the City in the three years preceding the study, and the reasons for such talent loss. The research participants gave varying responses to this question. The following quotations illustrate the different nature of responses, just to cite but a few.

- *“2 people...one programme manager and one very highly specialised in IT”.*
- *“That’s difficult to quantify because like I’m saying it off my head could be anything from 15% -25%, thereabout”.*
- *“In my unit? More than 20. Top talented people”.*
- *“Our attrition rate is below 4%”*
- *“We’ve lost too many people experienced people...”*
- *“The City lost a lot of talented people, especially from the engineering side...”*
- *“I have lost none”.*
- *“We have lost people with technical skills in the engineering field”.*

The responses on this research question showed that a fair total (55%) of the respondents had a rough figure concerning the loss of talent at the City of Cape Town while the remaining (45%) either said they did not have the figures or stated that they had lost “quite a lot of talented people” in the specified period. This is an unfortunate scenario for the City of Cape Town as people charged with human resource planning and talent management do not have reliable information that will inform their decisions going forward.

The following question was a follow up question to the previous one mentioned above. The question sought to capture the reasons for talent loss or staff turnover at the City of Cape Town from 2007 to 2009. Responses to this question were varied in many respects. Of all the respondents, 30% cited retirement and better career opportunities as the reasons for people leaving the employ of the City of Cape Town. A sizeable number (15%) was non-committal as they cited lack of access to information from exit interviews at the City of Cape Town as their primary reason for their response.

One of the research questions sought to find out if the respondents felt that there were some employees whose skills and knowledge had been misplaced in the City. The question’s main mission was finding out the extent of talent misplacement at the City of Cape Town. It has been evident throughout the analysis of available literature

that one of the major challenges to talent management is failure by organisations to match talent to jobs. The end result of this unfortunate scenario is frustration and demotivation on the part of employees hence the ever-increasing turnover rates in organisations.

An emphatic total (90%) of the research participants reported that the mismatch between knowledge, skills and job placement was prevalent within the City of Cape Town. This is a worrying scenario as it impacts not only on the morale of the employees concerned but also on the mandate of delivering services to the general population of Cape Town.

Recommendations

To overcome these challenges, it was recommended that the City of Cape Town municipality City must devise a strategy that will ensure that highly talented employees are retained for the longest time within the employ of the organisation. This, inter alia, included the recommendation that senior managers must ensure that they recognise the individual input and efforts of those they lead.

Limitations of the study

The major setback to this study was the inability of the researcher to get hold of the vacancy rates at the City for 2007, 2008 and 2009. These were needed to compare and contrast financial implications the City has to endure in its recruitment and selection processes including job advertisements in the print and electronic media. This was going to confirm or deny the study's assumption that talent loss is expensive phenomenon for many organisations, including the public service.

The study was also handicapped by the inability of the researcher to access reasons for the turnover at the City of Cape Town. These reasons were needed to prove or disapprove the study's assumption that poor talent management strategies at the City are responsible for the ever-increasing staff turnover rates and the subsequent failure to deliver to essential services to the people of South Africa.

Conclusion

The study looked at the perceived challenges to talent management at the City of Cape Town municipality. For South Africa to finally win the 'war for talent' in the public service, it is of paramount importance that the talent management domain be actively pursued by policy makers and academics alike, with the primary objective of assisting all the three spheres of government to develop strategies to manage talent better which will subsequently assist in the delivery of services in the entire country.

The findings of this study contribute to both theory and practice. Theoretically the study contributes to the literature, as it is the few empirical studies to use managers in a local government municipality to explore challenges surrounding talent management. Furthermore, local government managers can use the findings of this research to design strategies and policies to enhance talent management in local government municipalities, and subsequently ensure talent retention.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

TO WHOM IT MAY CONCERN

This serves to confirm that Mr Lesego Peejay Koketso of student number: **208199497** is a bona fide Human Resources Management (MTech) student at Cape Peninsula University of Technology. The bearer is requested by the university to undertake research at the institution of his choice to fulfil the requirements of the course.

We kindly ask you to allow him to undertake research on: ***Perceived Challenges to talent management in the public service*** at your institution.

Your continued support in this regard is highly appreciated.

Yours faithfully

Prof AA (Braam) Rust

APPENDIX B – INTERVIEW GUIDE

Research topic: **Perceived challenges to talent management in the South African public service: case study of Local Government Municipality**

Interview guide questions

For ethical purposes (to research participants):

Please note that your views/responses will be dealt with respect and with confidentiality, and that you can withdraw at any time during this interview, should you feel so. You are also kindly asked to give your consent that the information captured during the interview be used for the purposes of the research topic. Also note that this interview will be audio-recorded if you are fine with this. This is purely for time management purposes as I would not like to take too much of your time by writing down the responses.

This interview is scheduled to last approximately thirty (30) minutes.

Name of organisation/department: _____

Respondent name: (for internal use only) _____

Job title: _____

Race: (please tick the appropriate box)

| | | | | |
|---------|-------|--------|----------|---------|
| African | White | Indian | Coloured | Eastern |
|---------|-------|--------|----------|---------|

Gender:

| | |
|--------|------|
| Female | Male |
|--------|------|

Length of service: _____

Qualification level: _____

Management level: _____

1. What position do you occupy in the organisation and what does it involve?
2. What attracted you to seek employment at your current employer?

3. In your view, what is the attraction factors that other prospective employee would consider before joining your organisation. Any two, please!
4. Please describe your career plan as discussed between you and management.
5. In your view, what challenges face talent management in the public service, particularly at your organisation?
6. How many top talented employees have you lost in the past year (2009)?
7. What reasons did they (in 6 above) give for leaving?
8. Are you aware of any individual/s with the intention to turnover? If yes, what reasons are they giving?
7. What do you think public service should do to retain its top achievers?
8. What do you think your organisation regards as important in terms of its people?
9. If you could change or improve upon certain aspects of your company's work culture, what would they be?
10. Are there employees at your organisation/department that you feel their skills and knowledge has been misplaced? If yes, please elaborate.
12. Does your organisation have a system of identifying talent suitable for its vision, mission, values and goals? If **yes**, please elaborate and if **no**, how does this impact on the overall running of your organisation/department?

THANK YOU FOR PARTICIPATING IN THIS INTERVIEW!

APPENDIX C – CITY OF CAPE TOWN APPROVAL LETTER



THIS CITY WORKS FOR YOU

Civic Centre
12 Hertzog Boulevard
P O Box 298, Cape Town 8000

Ask for:
Tel: 021 400 9222
Fax: 021 400 2116
URL: <http://www.capetown.gov.za/>
Ref:

Iziko loLuntu
12 Hertzog Boulevard
P O Box 298, Cape Town 8000

Cela:
Umnxeba:
Ifeksi:
URL: <http://www.capetown.gov.za/>

Burgersentrum
Hertzog-boulevard 12
Posbus 298, Kaapstad 8000

Vra vir:
Tel:
Faks:
URL:

DIRECTOR: STRATEGIC HR – JUSTINE QUINCE
CORPORATE SERVICES

31 August 2010

DR A.A. RUST
ASSOCIATE PROFESSOR/SENIOR LECTURER
FACULTY OF BUSINESS
CPUT

DEAR DR RUST

APPROVAL FOR THE COMPLETION OF MASTERS RESEARCH IN THE CITY OF CAPE TOWN – MR LESEGO KOKETSO

This letter serves to inform you that the City of Cape Town considered the request for the completion of masters degree research studies as submitted by Mr Lesego Koketso, student number 208199497, a registered student at your institution.

We will agree to provide Mr Koketso with the required access to our facilities and staff to complete the research under the following conditions:

1. That the City of Cape Town select the participants for the research
2. That the findings be communicated to our Strategic Human Resources department
3. That the City has an opportunity to peruse the intended publication to determine if any reference made to the City is used solely in the context of the research.

Regards

Acting Director: Strategic Human Resources

YOLANDA SCHOLTZ

Strategic HR

Date: 31.08.2010
Person visited: Yolanda Scholtz
Sign:

APPENDIX D – CITY OF CAPE TOWN RESEARCH PARTICIPANTS LETTER



CITY OF CAPE TOWN | ISIZEXO SASEKANA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

Civic Centre
12 Hertzog Boulevard
P O Box 298, Cape Town 8000
Ask for:
Tel: 021 400 8222
Fax: 021 400 2116
URL: <http://www.capetown.gov.za/>
Ref:

Iziko loLuntu
12 Hertzog Boulevard
P O Box 298, Cape Town 8000
Cela:
Umnxeba:
Ifeksi:
URL: <http://www.capetown.gov.za/>

Burgersentrum
Hertzog-boulevard 12
Postbus 298, Kaapstad 8000
Vra vir:
Tel:
Faks:

DIRECTOR: STRATEGIC HR – JUSTINE QUINCE
CORPORATE SERVICES

31 August 2010

Dear Colleagues

REQUEST TO PARTICIPATE IN MASTERS RESEARCH

This communication serves to request participation in the research that will be conducted by Mr Lesego Koketso, a masters degree student from the Cape Peninsula University of Technology.

The topic of Lesego's research, "Perceived challenges to talent management in the South African public service: a study of a local government municipality" will be completed through semi-structured interviews of senior and middle management in the City.

You have been identified as an ideal participant in this study and would require maximum 30 minutes of your time to respond to the questions posed in the interview.

The study will be dealt with as per normal research conventions in that the participant will remain anonymous. The responses can only be used if your consent is provided before the interview.

Your assistance in this instance will be highly appreciated.

Regards

Acting Director: Strategic Human Resources
YOLANDA SCHOLTZ

Strategic HR

Date: 31.08.2010
Person visited: Yolanda Scholtz
Sign:

APPENDIX E – CITY OF CAPE TOWN STAFF TURNOVER RATES

Summary Overall Turnover JAN 2007-DEC 2007

List of Exceptions

No exceptions are defined

| Organizational Unit | ROLLING TOTAL No. of Terminations | ROLLING TOTAL Avg Staff Comp | ROLLING TOTAL Turnover Rate |
|---|-----------------------------------|------------------------------|-----------------------------|
| City Manager | 1,571 | 20,589 | 7.63 |
| Community Services | 281 | 3,700 | 7.60 |
| Community Services | | 4 | |
| Library and Information Services | 35 | 669 | 5.23 |
| City Parks | 163 | 1,767 | 9.22 |
| Sport and Recreation | 83 | 1,247 | 6.66 |
| Strategic Support (Community Services) | | 12 | |
| Finance (Community Services) | | 1 | |
| Health | 138 | 1,240 | 11.13 |
| Health | 1 | 7 | 15.19 |
| Health Ops Nrthrn Managemnt (Sub Dist A) | 8 | 97 | 8.24 |
| Health Ops Western Managemnt (Sub Dist B) | 15 | 129 | 11.60 |
| Health Ops Sthrn Managemnt (Sub Dist C) | 11 | 142 | 7.74 |
| Health Ops Klipfontein Man (Sub Dist D) | 13 | 143 | 9.09 |
| Health Ops Mitchells Plain (Sub Dist E) | 22 | 157 | 14.03 |
| Health Ops Tygerberg Man (Sub Dist F) | 13 | 158 | 8.21 |
| Health Ops Khayelitsha Man (Sub Dist G) | 23 | 139 | 16.55 |
| Health Ops Eastern Managemnt (Sub Dis H) | 13 | 119 | 10.96 |
| Specialised Health Services | 18 | 127 | 14.23 |
| HR and Administration (Health) | | 8 | |
| Finance (Health) | 1 | 14 | 6.98 |
| Internal Audit | 4 | 38 | 10.64 |
| Internal Audit | | 3 | |
| Expenditure and SCM Audit | | 4 | |
| Revenue/Municipal Entities Audits | 2 | 17 | 11.71 |
| Information Systems | 1 | 5 | 21.05 |
| Audit Governance | 1 | 9 | 11.65 |
| Support Service (IA) | | 1 | |
| Finance | 95 | 1,360 | 6.99 |

| | | | |
|---|-----|-------|-------|
| Finance | | 5 | |
| Valuations | 5 | 93 | 5.37 |
| Budgets | | 23 | |
| Housing Finance and Leases | 3 | 45 | 6.62 |
| Supply Chain Management | 17 | 208 | 8.16 |
| Treasury Services | 3 | 67 | 4.51 |
| Contract and Shareholder Management | 1 | 6 | 17.14 |
| Revenue | 59 | 809 | 7.29 |
| Expenditure | 6 | 99 | 6.06 |
| Inter-Service Liaison | 1 | 4 | 26.67 |
| Transport, Roads and Major Projects | 125 | 1,591 | 7.86 |
| Transport, Roads and Major Projects | | 5 | |
| Roads and Stormwater | 114 | 1,395 | 8.17 |
| Transport | 11 | 170 | 6.47 |
| TR&MP Office Support | | 6 | |
| 2010 Technical | | 7 | |
| 2010 Operations | | 2 | |
| TR&MP Strategic Support | | 7 | |
| Finance (TRS) | | 1 | |
| Corporate Services | 78 | 1,533 | 5.09 |
| Corporate Services | | 3 | |
| Communication | 1 | 29 | 3.45 |
| Personnel Services | 12 | 201 | 5.98 |
| Employment Equity | | 10 | |
| Legal Services | 5 | 72 | 6.90 |
| Specialised Technical Services | 35 | 731 | 4.79 |
| Strategic Human Resources | 6 | 81 | 7.39 |
| Customer Relations | 1 | 72 | 1.39 |
| Information Systems and Technology | 11 | 223 | 4.94 |
| Strategic Support (Corporate Services) | 7 | 108 | 6.48 |
| Finance (CSS) | | 3 | |
| Utility Services | 508 | 6,323 | 8.03 |
| Utility Services | | 4 | |
| Water Services | 178 | 2,363 | 7.53 |
| Solid Waste Management | 187 | 1,990 | 9.40 |
| Service Regulation and Logistics | | 9 | |
| Cape Town Electricity | 143 | 1,956 | 7.31 |
| Project Monitoring Unit | | 2 | |
| Strategy and Planning | 60 | 697 | 8.61 |
| Strategy and Planning | 2 | 3 | 80.00 |
| Strategic Development Information & GIS | 2 | 51 | 3.93 |
| Spatial Planning and Urban Design | 6 | 29 | 20.69 |

| | | | |
|---|-----|-------|--------|
| Environmental Resource Management | 9 | 153 | 5.88 |
| Strategic Support | | 4 | |
| Finance (S&P) | | 1 | |
| Infrastructure Development Coordination | 2 | 8 | 23.76 |
| Planning & Building Developmnt Managmnt | 39 | 448 | 8.70 |
| Office of City Manager | 24 | 247 | 9.70 |
| Office of City Manager | 2 | 7 | 29.27 |
| Ombudsman | 1 | 5 | 18.75 |
| IDP, Org Performance Management Systems | 2 | 16 | 12.44 |
| Governance and Interface | 17 | 184 | 9.23 |
| Executive Support | 2 | 32 | 6.27 |
| Forensic Services | | 3 | |
| Economic and Social Development | 14 | 272 | 5.14 |
| Economic and Social Development | | 2 | |
| Social Development | 1 | 87 | 1.15 |
| Economic Development | 6 | 63 | 9.51 |
| Projects, Strategy and Support | 2 | 14 | 14.20 |
| Tourism | 1 | 10 | 9.60 |
| Property Management | 4 | 96 | 4.16 |
| Safety and Security | 185 | 2,949 | 6.27 |
| Safety and Security | | 2 | |
| Metropolitan Police Department | 81 | 910 | 8.90 |
| City Emergency Services | 50 | 1,061 | 4.71 |
| Traffic Services | 32 | 510 | 6.28 |
| Strategic & Operational Support (SS) | | 0 | |
| Finance | 1 | 0 | 400.00 |
| Training & Development | | 1 | |
| Support Services : Traffic & LES | | 5 | |
| Specialized Services | 3 | 94 | 3.20 |
| Law Enforcement & Security | 18 | 366 | 4.91 |
| Housing | 59 | 639 | 9.23 |
| Housing | | 4 | |
| New Settlements | 6 | 36 | 16.55 |
| Existing Settlements | 42 | 461 | 9.11 |
| Strategy, Support & Coordination | 1 | 6 | 16.22 |
| Support Services (Human Settlement) | | 41 | |
| Urban Renewal Programme | | 6 | |
| Development Services | 4 | 31 | 13.01 |
| Informal Settlements | 6 | 42 | 14.20 |
| Housing Land & Forward Planning | | 12 | |

APPENDIX E CONTINUED

Summary Overall Turnover JAN 2008-DEC 2008

List of Exceptions

No exceptions are defined

| Organizational Unit | ROLLING TOTAL No. of Terminations | ROLLING TOTAL Avg Staff Comp | ROLLING TOTAL Turnover Rate |
|--|---|---------------------------------|--------------------------------|
| City Manager | 1,881 | 21,340 | 8.81 |
| Community Services | 371 | 3,604 | 10.29 |
| Community Services | | 3 | |
| Library and Information Services | 59 | 727 | 8.11 |
| City Parks | 189 | 1,597 | 11.84 |
| Sport and Recreation | 123 | 1,267 | 9.71 |
| Strategic Support (Community Services) | | 10 | |
| Finance (Community Services) | | 1 | |
| Health | 165 | 1,269 | 13.01 |
| Health | 1 | 3 | 30.77 |
| Health Ops Nrthrn Managemnt (Sub Dist A) | 10 | 102 | 9.83 |
| Health Ops Western Managemnt (Sub Dist B) | 15 | 130 | 11.54 |
| Health Ops Sthrn Managemnt (Sub Dist C) | 19 | 150 | 12.67 |
| Health Ops Klipfontein Man (Sub Dist D) | 15 | 149 | 10.08 |
| Health Ops Mitchells Plain (Sub Dist E) | 24 | 161 | 14.88 |
| Health Ops Tygerberg Man (Sub Dist F) | 29 | 160 | 18.15 |
| Health Ops Khayelitsha Man (Sub Dist G) | 20 | 140 | 14.27 |
| Health Ops Eastern Managemnt (Sub Dis H) | 19 | 122 | 15.58 |
| Specialised Health Services | 13 | 129 | 10.06 |
| HR and Administration (Health) | | 8 | |
| Finance (Health) | | 15 | |
| Internal Audit | | 44 | |
| Internal Audit | | 2 | |
| Expenditure and SCM Audit | | 10 | |
| Revenue/Municipal Entities Audits | | 12 | |
| Information Systems | | 7 | |
| Audit Governance | | 11 | |
| Support Service (IA) | | 1 | |
| Quality Assurance | | 1 | |
| Finance | 92 | 1,381 | 6.66 |
| Finance | | 3 | |

| | | | |
|---|-----|-------|-------|
| Valuations | 4 | 103 | 3.89 |
| Budgets | 3 | 25 | 12.20 |
| Housing Finance and Leases | 4 | 41 | 9.74 |
| Supply Chain Management | 20 | 208 | 9.61 |
| Treasury Services | 5 | 63 | 7.95 |
| Contract and Shareholder Management | | 5 | |
| Revenue | 52 | 827 | 6.28 |
| Chief Risk Officer | | 1 | |
| Expenditure | 4 | 99 | 4.05 |
| Inter-Service Liaison | | 7 | |
| Transport, Roads and Major Projects | 132 | 1,668 | 7.91 |
| Transport, Roads and Major Projects | | 4 | |
| Roads and Stormwater | 120 | 1,462 | 8.21 |
| Transport | 11 | 171 | 6.42 |
| TR&MP Office Support | | 5 | |
| 2010 Technical | 1 | 12 | 8.57 |
| 2010 Operations | | 8 | |
| TR&MP Strategic Support | | 5 | |
| Finance (TRS) | | 1 | |
| Finance (SDI) | | 1 | |
| Corporate Services | 101 | 1,583 | 6.38 |
| Corporate Services | | 2 | |
| Communication | 1 | 28 | 3.60 |
| Personnel Services | 16 | 202 | 7.94 |
| Employment Equity | 3 | 9 | 32.73 |
| Legal Services | 10 | 92 | 10.92 |
| Specialised Technical Services | 49 | 770 | 6.37 |
| Strategic Human Resources | 4 | 82 | 4.86 |
| Customer Relations | 4 | 69 | 5.76 |
| Information Systems and Technology | 9 | 220 | 4.08 |
| Strategic Support (Corporate Services) | 5 | 107 | 4.68 |
| Finance (CSS) | | 2 | |
| Utility Services | 543 | 6,875 | 7.90 |
| Utility Services | | 2 | |
| Water Services | 218 | 2,970 | 7.34 |
| Solid Waste Management | 177 | 1,836 | 9.64 |
| Service Regulation and Logistics | 3 | 11 | 26.87 |
| Cape Town Electricity | 145 | 2,054 | 7.06 |
| Project Monitoring Unit | | 2 | |
| Strategy and Planning | 65 | 703 | 9.24 |
| Strategy and Planning | | 3 | |
| Strategic Development Information & GIS | 3 | 54 | 5.52 |
| Spatial Planning and Urban Design | 3 | 33 | 9.07 |

| | | | |
|---|-----|-------|-------|
| Environmental Resource Management | 14 | 186 | 7.54 |
| Strategic Support | | 4 | |
| Finance (S&P) | | 1 | |
| Infrastructure Development Coordination | | 1 | |
| Planning & Building Developmnt Managmnt | 45 | 421 | 10.68 |
| Office of City Manager | 12 | 275 | 4.37 |
| Office of City Manager | | 3 | |
| Ombudsman | | 11 | |
| IDP, Org Performance Management Systems | | 17 | |
| Governance and Interface | 11 | 200 | 5.51 |
| Executive Support | 1 | 37 | 2.67 |
| Forensic Services | | 7 | |
| Economic and Social Development | 21 | 292 | 7.19 |
| Economic and Social Development | | 2 | |
| Social Development | 9 | 90 | 10.05 |
| Economic Development | 2 | 66 | 3.03 |
| Projects, Strategy and Support | 2 | 21 | 9.52 |
| Tourism | | 15 | |
| Property Management | 8 | 99 | 8.09 |
| Safety and Security | 302 | 3,016 | 10.01 |
| Safety and Security | 1 | 3 | 31.58 |
| Metropolitan Police Department | 158 | 715 | 22.10 |
| City Emergency Services | 59 | 1,103 | 5.35 |
| Traffic Services | 62 | 721 | 8.60 |
| Strategic & Operational Support (SS) | | 1 | |
| Finance | | 1 | |
| Training & Development | | 3 | |
| Support Services : Traffic & LES | | 10 | |
| Specialized Services | | 55 | |
| Law Enforcement & Security | 22 | 402 | 5.47 |
| Housing | 77 | 631 | 12.21 |
| Housing | 1 | 3 | 29.27 |
| New Settlements | 4 | 37 | 10.76 |
| Existing Settlements | 50 | 426 | 11.73 |
| Strategy, Support & Coordination | 2 | 9 | 21.43 |
| Support Services (Human Settlement) | 2 | 41 | 4.93 |
| Urban Renewal Programme | 2 | 11 | 18.75 |
| Development Services | 9 | 44 | 20.61 |
| Informal Settlements | 5 | 46 | 10.81 |
| Housing Land & Forward Planning | 2 | 13 | 15.09 |

APPENDIX E CONTINUED .

Summary Overall Turnover JAN 2009-DEC 2009

List of Exceptions

No exceptions are defined

| Organizational Unit | ROLLING TOTAL No. of Terminations | ROLLING TOTAL Avg Staff Comp | ROLLING TOTAL Turnover Rate |
|---|-----------------------------------|------------------------------|-----------------------------|
| City Manager | 1,237 | 21,507 | 5.75 |
| Community Services | 242 | 3,549 | 6.82 |
| Community Services | | 3 | |
| Library and Information Services | 37 | 765 | 4.84 |
| City Parks | 108 | 1,482 | 7.29 |
| Sport and Recreation | 96 | 1,286 | 7.47 |
| Strategic Support (Community Services) | 1 | 12 | 8.22 |
| Finance (Community Services) | | 1 | |
| Health | 134 | 1,306 | 10.26 |
| Health | | 4 | |
| Health Ops Nrthrn Managemnt (Sub Dist A) | 11 | 110 | 9.98 |
| Health Ops Western Managemnt (Sub Dist B) | 9 | 135 | 6.68 |
| Health Ops Sthrn Managemnt (Sub Dist C) | 14 | 150 | 9.34 |
| Health Ops Klipfontein Man (Sub Dist D) | 12 | 150 | 7.98 |
| Health Ops Mitchells Plain (Sub Dist E) | 23 | 164 | 13.99 |
| Health Ops Tygerberg Man (Sub Dist F) | 14 | 167 | 8.40 |
| Health Ops Khayelitsha Man (Sub Dist G) | 20 | 143 | 14.00 |
| Health Ops Eastern Managemnt (Sub Dis H) | 11 | 136 | 8.10 |
| Specialised Health Services | 18 | 127 | 14.21 |
| HR and Administration (Health) | 1 | 7 | 13.79 |
| Finance (Health) | 1 | 13 | 7.45 |
| Internal Audit | 2 | 53 | 3.75 |
| Internal Audit | | 2 | |
| Expenditure and SCM Audit | 1 | 14 | 7.06 |
| Revenue/Municipal Entities Audits | | 12 | |
| Information Systems | | 8 | |
| Audit Governance | 1 | 13 | 7.69 |
| Support Service (IA) | | 1 | |
| Quality Assurance | | 4 | |
| Finance | 58 | 1,482 | 3.91 |
| Finance | | 2 | |
| Valuations | 2 | 120 | 1.66 |
| Budgets | 2 | 25 | 7.97 |

| | | | |
|---|-----|-------|------|
| Housing Finance and Leases | | 42 | |
| Supply Chain Management | 20 | 290 | 6.89 |
| Treasury Services | 5 | 61 | 8.24 |
| Contract and Shareholder Management | | 5 | |
| Revenue | 25 | 829 | 3.02 |
| Chief Risk Officer | | 2 | |
| Expenditure | 4 | 99 | 4.04 |
| Inter-Service Liaison | | 8 | |
| Transport, Roads and Major Projects | 85 | 1,594 | 5.33 |
| Transport, Roads and Major Projects | | 4 | |
| Roads and Stormwater | 76 | 1,358 | 5.60 |
| Transport | 9 | 194 | 4.64 |
| TR&MP Office Support | | 5 | |
| 2010 Technical | | 14 | |
| 2010 Operations | | 11 | |
| TR&MP Strategic Support | | 6 | |
| Finance (TRS) | | 1 | |
| Finance (SDI) | | 1 | |
| Corporate Services | 87 | 1,697 | 5.13 |
| Corporate Services | | 2 | |
| Communication | | 34 | |
| Personnel Services | 10 | 213 | 4.70 |
| Employment Equity | | 9 | |
| Legal Services | 5 | 114 | 4.38 |
| Specialised Technical Services | 44 | 805 | 5.46 |
| Strategic Human Resources | 3 | 106 | 2.83 |
| Customer Relations | 6 | 86 | 6.95 |
| Information Systems and Technology | 13 | 222 | 5.85 |
| Strategic Support (Corporate Services) | 6 | 104 | 5.78 |
| Finance (CSS) | | 1 | |
| Utility Services | 372 | 6,864 | 5.42 |
| Utility Services | | 2 | |
| Water Services | 154 | 3,155 | 4.88 |
| Solid Waste Management | 133 | 1,737 | 7.66 |
| Service Regulation and Logistics | 1 | 11 | 9.38 |
| Cape Town Electricity | 84 | 1,956 | 4.29 |
| Project Monitoring Unit | | 3 | |
| Strategy and Planning | 47 | 736 | 6.39 |
| Strategy and Planning | | 3 | |
| Strategic Development Information & GIS | 3 | 57 | 5.29 |
| Spatial Planning and Urban Design | 3 | 35 | 8.59 |
| Environmental Resource Management | 7 | 193 | 3.63 |
| Strategic Support | | 8 | |

| | | | |
|---|-----|-------|-------|
| Finance (S&P) | | 1 | |
| Infrastructure Development Coordination | | 1 | |
| Planning & Building Developmnt Managmnt | 34 | 438 | 7.76 |
| Office of City Manager | 22 | 286 | 7.69 |
| Office of City Manager | | 4 | |
| Ombudsman | 1 | 11 | 9.23 |
| IDP, Org Performance Management Systems | 1 | 22 | 4.63 |
| Governance and Interface | 18 | 204 | 8.85 |
| Executive Support | 2 | 38 | 5.33 |
| Forensic Services | | 9 | |
| Economic and Social Development | 12 | 294 | 4.09 |
| Economic and Social Development | | 2 | |
| Social Development | 2 | 87 | 2.31 |
| Economic Development | 6 | 70 | 8.53 |
| Projects, Strategy and Support | | 23 | |
| Tourism | | 15 | |
| Property Management | 4 | 97 | 4.14 |
| Safety and Security | 123 | 2,960 | 4.15 |
| Safety and Security | | 4 | |
| Metropolitan Police Department | 30 | 587 | 5.11 |
| City Emergency Services | 40 | 1,132 | 3.53 |
| Traffic Services | 30 | 782 | 3.84 |
| Strategic & Operational Support (SS) | | 1 | |
| Finance | | 2 | |
| Training & Development | | 12 | |
| Support Services : Traffic & LES | 2 | 18 | 11.06 |
| Specialized Services | 5 | 97 | 5.16 |
| Law Enforcement & Security | 16 | 325 | 4.92 |
| Housing | 53 | 687 | 7.72 |
| Housing | | 3 | |
| New Settlements | 2 | 43 | 4.62 |
| Existing Settlements | 41 | 432 | 9.50 |
| Strategy, Support & Coordination | | 21 | |
| Support Services (Human Settlement) | 2 | 38 | 5.21 |
| Urban Renewal Programme | | 16 | |
| Development Services | 1 | 45 | 2.21 |
| Informal Settlements | 4 | 75 | 5.34 |
| Housing Land & Forward Planning | 3 | 13 | 23.68 |

APPENDIX F – CPUT RESEARCH ETHICS COMMITTEE
FORMS

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

Registration of Topic for Dissertation / Thesis

| | | |
|---------------------|---|--------------------------------|
| Faculty | Business | |
| Department | Human Resources Management | |
| Degree | MTech: Human Resources Management | |
| Internal supervisor | Prof AA Rust | |
| Position | Associate Professor | Qualifications: PHD; MCom; BEd |
| Supervisor comments | This study is necessary because it will seek answers for the challenges of talent management in the local government municipality | |

Signed
(Supervisor)

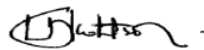


Date: 15/05/2010

| | | | | |
|---|---------------|---|---|---|
| Student's surname | KOKETSO | | Student no. | 208199497 |
| First names | Lesego Peejay | | | |
| Address: 55 Loch Road, Rondebosch, 7700 | | | | |
| Tel. (w) | Tel. (h) | Fax | Cell | E-mail |
| | 021 689 5473 | 0866 983 474 | 083 415 6622 | lkoketso@vodamail.co.za or lkoketso@gmail.com |
| Prior qualifications: BTech (HRD) and B.ED (Hons) | | Status (part-time) | | |
| Provisional title of dissertation/thesis: Perceived challenges to talent management in the public service: a case study of the local government municipality | | | | |
| Indicate whether a 50% dissertation or 100% thesis by ticking the appropriate block | | 50% dissertation <input checked="" type="checkbox"/> | 100% thesis <input type="checkbox"/> | |

PLEASE NOTE THAT THE RESEARCH PROPOSAL MUST BE FINALISED FOR RATIFICATION BY THE HIGHER DEGREES COMMITTEE WITHIN SIX MONTHS

Signed
(Student)



Date: 14/04/10

| | | |
|--|------------------------------------|--|
| Faculty approval | Date of minutes in which recorded: | |
| Signed (HOD) | Date: | |
| Signed (Dean/Chair of Faculty Research Committee) | Date: | |
| <ul style="list-style-type: none"> ▪ Attach a statement of results of the candidate's qualification <u>relevant to admission</u> for the above degree (e.g. BTech, MTech). | | |

REC 4
Cape Peninsula University of Technology
Human Participant Review Application
Faculty of Business

In the case of research for a qualification, the application to the Faculty of Business Research Ethics Committee (FBREC) follows approval of the research proposal by the Faculty Research Committee (see III of this application).

The FBREC must receive five hard copies of this application form and five hard copies of all relevant accompanying documentation (i.e. consent forms, questionnaire, instruments, data collection sheets etc). Two hard copies of your research proposal must accompany the application.

Address to: Prof S Davies
Chairperson Faculty of Business Ethics Committee
Cape Peninsula University of Technology
Department of Sport Management
Faculty of Business
Mowbray Campus
Cape Town, 7700
SOUTH AFRICA

Each application will be given a unique reference number:

| |
|---|
| FOR COMMITTEE USE ONLY Application No.: 2006/..... |
|---|

Note:

- The application should be typed directly onto the electronic version. The committee will NOT accept hand-written applications.
- Only applications received two weeks prior to a scheduled meeting will serve before the committee

REC 5
Cape Peninsula University of Technology
Ethical Considerations for Questionnaires and Interviews
Faculty of Business

Tick One Box:

Staff Project

Contract Project

Postgraduate Project (Masters and Doctoral level)

Undergraduate Project (ND & BTech level)

Title of Project: **Perceived challenges to talent management in the South African Public Service: case study of a local Government Municipality**

Name of researcher(s): Lesego Peejay Koketso

Name of Supervisor(s) (if appropriate): Prof AA Rust

| | | YES | NO | N/A |
|----|---|-------------------------------------|--------------------------|-------------------------------------|
| 1. | Will you describe the main experimental procedures to participants in advance, so that they are informed about what to expect? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Will you tell participants that their participation is voluntary? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Will you obtain written consent for participation? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | If the research is observational, will you ask participants for their consent to being observed? | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5. | Will you tell participants that they may withdraw from the research at any time and for any reason? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. | With questionnaires will you give participants the option of omitting questions they do not want to answer? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. | Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. | Will you debrief participants at the end of their participation (i.e. give them a brief explanation of the study)? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

REC 6
Cape Peninsula University of Technology
Human Participant Status Report
Faculty of Business

BOX FC
COMMI
USE ON
APPLIC
NO:

NAME: LESEGO PEEJAY KOKETSO

TITLE: Mr

POSITION OF PRINCIPAL INVESTIGATOR: MASTERS RESEARCH STUDENT

TELEPHONE: 021 689 5473 (H)OR 083 415 6622 (MOBILE)

FAX: 0866 983 474

EMAIL: lkoketso@vodamail.co.za OR lkoketso@gmail.com

[INSERT APPLICATION NO. and TITLE:]

Approval for this activity expires on [INSERT EXPIRATION DATE]. Please complete this form according to the instructions below and send it to the Faculty of Business Research Ethics Committee (FBREC) six weeks before to expiration date. Please note: You may not recruit new human participants or continue your activity with previously enrolled participants unless you have active FBREC approval.

? DO NOT RENEW: Send **one** typed, completed and signed original Status Report form. Please note that you should maintain approval until the data analysis for this activity is complete.

? RENEW: Send **one** typed, completed and signed original and **five** copies of the Status Report plus five copies of each currently approved consent and assent form.

PLEASE NOTE: If you plan to propose changes or add new things, send the details of these changes with the Status Report.

I acknowledge that this Status Report represents an accurate and complete description of my research.

APPENDIX G – CITY OF CAPE TOWN STAFF PROFILE

STRATEGY AND PLANNING : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Male Total | | Grand Total | | DISABILITY TARGET |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|---------|------------|-------------|-----|-------------|----|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | Grand Total | | | | |
| Benchmark target/ % | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | 1 | 1 | 0 | |
| Top Management (T23+) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 100.00% | 1 | 1 | 0 | |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 1 | 1 | 1 | 0 | |
| Overall Target | 0 | 1 | 0 | 1 | 2 | 0 | 2 | 0 | 1 | 3 | 5 | 5 | 5 | 0 | |
| Senior Management (T19 - T22) | 0.00% | 20.00% | 0.00% | 20.00% | 40.00% | 0.00% | 40.00% | 0.00% | 20.00% | 60.00% | 100.00% | 5 | 5 | 0 | |
| Target Short / Over | 1 | 0 | 0 | -1 | 0 | 1 | -1 | 0 | 0 | 3 | 5 | 5 | 5 | 0 | |
| Overall Target | 1 | 1 | 0 | 0 | 2 | 1 | 1 | 0 | 1 | 3 | 5 | 5 | 5 | 0 | |
| Professionally Qualified and Experienced (T14 - T18) | 2 | 17 | 0 | 56 | 75 | 2 | 33 | 1 | 75 | 111 | 186 | 186 | 186 | 4 | |
| Target Short / Over | 1.08% | 9.14% | 0.00% | 30.11% | 40.32% | 1.08% | 17.74% | 0.54% | 40.32% | 59.68% | 100.00% | 5 | 5 | 0 | |
| Overall Target | 24 | 27 | 1 | -41 | 11 | 28 | 18 | 0 | -56 | 186 | 186 | 186 | 186 | 4 | |
| Target Short / Over | 26 | 44 | 1 | 15 | 86 | 30 | 51 | 1 | 19 | 100 | 186 | 186 | 186 | 7 | |
| Overall Target | 11 | 47 | 0 | 42 | 100 | 26 | 156 | 4 | 75 | 261 | 361 | 361 | 361 | 7 | |
| Skilled Technical and Academically qualified (T9 - T13) | 3.05% | 13.02% | 0.00% | 11.63% | 27.70% | 7.20% | 43.21% | 1.11% | 20.78% | 72.30% | 100.00% | 361 | 361 | 0 | |
| Target Short / Over | 39 | 39 | 1 | -13 | 66 | 31 | -57 | -2 | -39 | 195 | 361 | 361 | 361 | 0 | |
| Overall Target | 50 | 86 | 1 | 29 | 166 | 57 | 99 | 2 | 36 | 195 | 361 | 361 | 361 | 0 | |
| Semi skilled and discretionary decision (T5 - T8) | 8 | 51 | 1 | 20 | 80 | 14 | 55 | 0 | 15 | 84 | 164 | 164 | 164 | 0 | |
| Target Short / Over | 4.88% | 31.10% | 0.61% | 12.20% | 48.78% | 8.54% | 33.54% | 0.00% | 9.15% | 51.22% | 100.00% | 164 | 164 | 0 | |
| Overall Target | 15 | -12 | 0 | -7 | 76 | 12 | -10 | 1 | 2 | 88 | 164 | 164 | 164 | 0 | |
| Unskilled and Defined Decision making (T1 - T4) | 23 | 39 | 1 | 13 | 31 | 26 | 45 | 1 | 17 | 46 | 77 | 77 | 77 | 0 | |
| Target Short / Over | 12 | 11 | 2 | 6 | 31 | 8 | 32 | 0 | 6 | 46 | 77 | 77 | 77 | 0 | |
| Overall Target | 15.58% | 14.29% | 2.60% | 7.79% | 40.28% | 10.39% | 41.56% | 0.00% | 7.79% | 59.74% | 100.00% | 77 | 77 | 0 | |
| Target Short / Over | -1 | 7 | -2 | 0 | 35 | 4 | -11 | 0 | 2 | 42 | 77 | 77 | 77 | 0 | |
| Overall Target | 11 | 18 | 0 | 6 | 35 | 12 | 21 | 0 | 8 | 42 | 77 | 77 | 77 | 0 | |
| Race/Gender Rep | 4.16% | 15.99% | 0.38% | 15.74% | 35.27% | 6.30% | 35.01% | 0.63% | 21.79% | 63.73% | 100.00% | 794 | 794 | 0 | |
| Grand Total | 33 | 127 | 3 | 125 | 288 | 50 | 278 | 5 | 173 | 506 | 794 | 794 | 794 | 16 | |

COMMUNITY SERVICES : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|--------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target7% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | 0 |
| Top Management (T23+) | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 1 |
| Target Short / Over | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Senior Management (T19 - T22) | 0.00% | 25.00% | 0.00% | 25.00% | 50.00% | 0.00% | 25.00% | 0.00% | 25.00% | 50.00% | 100.00% | 4 |
| Target Short / Over | 1 | 0 | 0 | -1 | 0 | 1 | 0 | 0 | -1 | 0 | 4 | 0 |
| Overall Target | 1 | 1 | 0 | 0 | 2 | 1 | 1 | 0 | 0 | 2 | 4 | 0 |
| Professionally Qualified and Experienced (T14 - T18) | 4.35% | 15.22% | 0.00% | 8.70% | 28.26% | 11.96% | 27.17% | 0.00% | 32.61% | 71.74% | 100.00% | 2 |
| Target Short / Over | 9 | 8 | 0 | -1 | 0 | 4 | 0 | 1 | -21 | 0 | 92 | 0 |
| Overall Target | 13 | 22 | 0 | 7 | 42 | 15 | 25 | 1 | 9 | 50 | 92 | 0 |
| Skilled Technical and Academically qualified (T9 - T13) | 15.37% | 22.50% | 0.48% | 17.12% | 55.47% | 10.78% | 27.10% | 0.63% | 6.02% | 44.53% | 100.00% | 13 |
| Target Short / Over | -10 | 8 | -1 | -57 | 0 | 32 | 2 | -1 | 26 | 0 | 631 | 0 |
| Overall Target | 87 | 150 | 2 | 51 | 291 | 100 | 173 | 3 | 64 | 340 | 631 | 0 |
| Semi skilled and discretionary decision (T5 - T8) | 11.38% | 28.09% | 0.21% | 7.66% | 47.34% | 10.21% | 40.96% | 0.00% | 1.49% | 52.66% | 100.00% | 19 |
| Target Short / Over | 23 | -40 | 1 | 4 | 0 | 53 | -128 | 5 | 81 | 0 | 940 | 0 |
| Overall Target | 130 | 224 | 3 | 76 | 433 | 149 | 257 | 5 | 95 | 507 | 940 | 0 |
| Unskilled and Defined Decision making (T1 - T4) | 5.29% | 14.23% | 0.16% | 0.11% | 19.79% | 19.84% | 59.79% | 0.05% | 0.53% | 80.21% | 100.00% | 38 |
| Target Short / Over | 162 | 181 | 4 | 151 | 0 | -75 | -613 | 9 | 181 | 0 | 1890 | 0 |
| Overall Target | 262 | 450 | 7 | 153 | 871 | 300 | 517 | 10 | 191 | 1019 | 1890 | 0 |
| Race/Gender Rep | 8.68% | 19.39% | 0.22% | 5.37% | 33.67% | 15.46% | 48.12% | 0.14% | 2.61% | 66.33% | 100.00% | 0 |
| Grand Total | 309 | 690 | 8 | 191 | 1198 | 550 | 1712 | 5 | 93 | 2360 | 3558 | 71 |

ECONOMIC AND SOCIAL DEVELOPMENT : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | DISABILITY TARGET |
|---|--------------|----------|--------|--------|--------|------------|----------|--------|--------|---------|-------------|-------------------|
| | Female Total | | | | | Male Total | | | | | | |
| | African | Coloured | Indian | White | | African | Coloured | Indian | White | | | |
| Benchmark target/% | 13.85% | 23.80% | 0.37% | 8.05% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | |
| Top Management (T23+) | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 0 |
| Target Short / Over | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 100.00% | 100.00% | |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | |
| Senior Management (T19 - T22) | 1 | 1 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 1 | 3 | 0 |
| Target Short / Over | 33.33% | 33.33% | 0.00% | 0.00% | 66.67% | 33.33% | 0.00% | 0.00% | 0.00% | 33.33% | 100.00% | |
| Overall Target | -1 | 0 | 0 | 0 | | -1 | 1 | 0 | 0 | 3 | 3 | |
| Professionally Qualified and Experienced (T14 - T18) | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 2 | 3 | 1 |
| Target Short / Over | 3 | 6 | 0 | 8 | 17 | 5 | 15 | 1 | 26 | 47 | 64 | |
| Overall Target | 4.69% | 9.38% | 0.00% | 12.50% | 26.56% | 7.81% | 23.44% | 1.56% | 40.63% | 73.44% | 100.00% | |
| Skilled Technical and Academically qualified (T9 - T13) | 6 | 9 | 0 | -3 | | 5 | 3 | -1 | -20 | 64 | 64 | 3 |
| Target Short / Over | 9 | 15 | 0 | 5 | 30 | 10 | 18 | 0 | 6 | 34 | 64 | |
| Overall Target | 14 | 52 | 0 | 17 | 83 | 18 | 34 | 0 | 11 | 63 | 146 | |
| Target Short / Over | 9.59% | 35.62% | 0.00% | 11.64% | 56.85% | 12.33% | 23.29% | 0.00% | 7.53% | 43.15% | 100.00% | |
| Overall Target | 6 | -17 | 1 | -5 | | 5 | 6 | 1 | 4 | 146 | 146 | |
| Semi skilled and discretionary decision (T5 - T8) | 20 | 35 | 1 | 12 | 67 | 23 | 40 | 1 | 15 | 79 | 146 | 1 |
| Target Short / Over | 11 | 27 | 1 | 7 | 46 | 5 | 13 | 0 | 0 | 18 | 64 | |
| Overall Target | 17.19% | 42.19% | 1.56% | 10.94% | 71.88% | 7.81% | 20.31% | 0.00% | 0.00% | 28.13% | 100.00% | |
| Unskilled and Defined Decision making (T1 - T4) | -2 | -12 | -1 | -2 | | 5 | 5 | 0 | 6 | 64 | 64 | |
| Target Short / Over | 9 | 15 | 0 | 5 | 30 | 10 | 18 | 0 | 6 | 34 | 64 | |
| Overall Target | 5 | 8 | 0 | 0 | 13 | 4 | 1 | 0 | 0 | 5 | 18 | 0 |
| Target Short / Over | 27.78% | 44.44% | 0.00% | 0.00% | 72.22% | 22.22% | 5.56% | 0.00% | 0.00% | 27.78% | 100.00% | |
| Overall Target | -3 | -4 | 0 | 1 | | -1 | 4 | 0 | 2 | 18 | 18 | |
| Race/Gender Rep | 2 | 4 | 0 | 1 | 8 | 3 | 5 | 0 | 2 | 10 | 18 | |
| Grand Total | 11.49% | 31.75% | 0.34% | 10.81% | 54.39% | 11.15% | 21.62% | 0.34% | 12.50% | 45.61% | 100.00% | 6 |
| | 34 | 94 | 1 | 32 | 161 | 33 | 64 | 1 | 37 | 135 | 296 | |

CORPORATE SERVICES : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|---------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target/ % | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | |
| Top Management (T23+) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 1 | 0 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 1 | |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | |
| Senior Management (T19 - T22) | 0.00% | 0.00% | 0.00% | 28.57% | 28.57% | 14.29% | 0.00% | 14.29% | 42.86% | 71.43% | 7 | 0 |
| Target Short / Over | 1 | 2 | 0 | -1 | | 0 | 2 | -1 | -2 | 5 | 7 | |
| Overall Target | 1 | 2 | 0 | 1 | 3 | 1 | 2 | 0 | 1 | 4 | 7 | |
| Professionally Qualified and Experienced (T14 - T18) | 16 | 32 | 0 | 39 | 87 | 15 | 58 | 3 | 121 | 197 | 284 | 6 |
| Target Short / Over | 5.63% | 11.27% | 0.00% | 13.75% | 30.63% | 5.28% | 20.42% | 1.06% | 42.61% | 69.37% | 100.00% | |
| Overall Target | 23 | 36 | 1 | -16 | | 30 | 20 | -1 | -92 | 284 | 284 | |
| Overall Target | 39 | 68 | 1 | 23 | 131 | 45 | 78 | 2 | 29 | 153 | 284 | |
| Skilled Technical and Academically qualified (T9 - T13) | 60 | 126 | 4 | 72 | 262 | 30 | 203 | 3 | 83 | 319 | 581 | 12 |
| Target Short / Over | 10.33% | 21.69% | 0.69% | 12.39% | 45.09% | 5.16% | 34.94% | 0.52% | 14.29% | 54.91% | 100.00% | |
| Overall Target | 20 | 12 | -2 | -25 | | 62 | -44 | 0 | -24 | 581 | 581 | |
| Semi skilled and discretionary decision (T5 - T8) | 72 | 135 | 0 | 31 | 238 | 92 | 159 | 3 | 59 | 313 | 581 | 12 |
| Target Short / Over | 12.44% | 23.32% | 0.00% | 5.35% | 41.11% | 16.58% | 39.38% | 0.17% | 2.76% | 58.89% | 100.00% | |
| Overall Target | 8 | 3 | 2 | 16 | 267 | -4 | -70 | 2 | 42 | 579 | 579 | |
| Unskilled and Defined Decision making (T1 - T4) | 19 | 90 | 0 | 0 | 109 | 63 | 109 | 0 | 3 | 175 | 284 | 6 |
| Target Short / Over | 6.69% | 31.69% | 0.00% | 0.00% | 38.38% | 22.18% | 38.38% | 0.00% | 1.06% | 61.62% | 100.00% | |
| Overall Target | 20 | -22 | 1 | 23 | 131 | -18 | -31 | 2 | 26 | 284 | 284 | |
| Race/Gender Rep | 39 | 68 | 1 | 23 | 131 | 45 | 78 | 2 | 29 | 153 | 284 | |
| Grand Total | 167 | 383 | 4 | 144 | 698 | 205 | 598 | 8 | 227 | 1038 | 1736 | 35 |

FINANCE : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|---------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target/% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.05% | 53.90% | 100.00% | |
| Top Management (T23+) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 1 | 0 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 1 | 0 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Senior Management (T19 - T22) | 1 | 0 | 0 | 1 | 2 | 1 | 2 | 0 | 5 | 8 | 10 | 0 |
| Target Short / Over | 10.00% | 0.00% | 0.00% | 10.00% | 20.00% | 10.00% | 20.00% | 0.00% | 50.00% | 80.00% | 100.00% | 0 |
| Overall Target | 0 | 2 | 0 | 0 | 2 | 1 | 1 | 0 | -4 | 10 | 10 | 3 |
| Professionally Qualified and Experienced (T14 - T18) | 8 | 18 | 0 | 28 | 54 | 5 | 29 | 2 | 81 | 117 | 171 | 0 |
| Target Short / Over | 4.68% | 10.53% | 0.00% | 16.37% | 31.58% | 2.92% | 16.96% | 1.17% | 47.37% | 68.42% | 100.00% | 0 |
| Overall Target | 16 | 23 | 1 | -14 | 22 | 18 | -1 | -64 | 171 | 171 | 171 | 0 |
| Skilled Technical and Academically qualified (T9 - T13) | 24 | 41 | 1 | 14 | 79 | 27 | 47 | 1 | 17 | 92 | 171 | 0 |
| Target Short / Over | 32 | 109 | 0 | 92 | 233 | 22 | 127 | 1 | 60 | 210 | 443 | 0 |
| Overall Target | 7.22% | 24.60% | 0.00% | 20.77% | 52.60% | 4.97% | 28.67% | 0.23% | 13.54% | 47.40% | 100.00% | 0 |
| Target Short / Over | 29 | -4 | 2 | -56 | 48 | -6 | 1 | -15 | 443 | 443 | 443 | 0 |
| Overall Target | 61 | 105 | 2 | 36 | 204 | 70 | 121 | 2 | 45 | 239 | 443 | 0 |
| Semi skilled and discretionary decision (T5 - T8) | 126 | 264 | 2 | 101 | 493 | 84 | 256 | 0 | 45 | 385 | 878 | 0 |
| Target Short / Over | 14.35% | 30.07% | 0.23% | 11.50% | 56.15% | 9.57% | 29.16% | 0.00% | 5.13% | 43.85% | 100.00% | 0 |
| Overall Target | -4 | -65 | 1 | -30 | 56 | -16 | 5 | 44 | 878 | 878 | 878 | 0 |
| Unskilled and Defined Decision making (T1 - T4) | 122 | 209 | 3 | 71 | 405 | 140 | 240 | 5 | 89 | 473 | 878 | 0 |
| Target Short / Over | 2 | 6 | 0 | 0 | 8 | 3 | 14 | 0 | 0 | 17 | 25 | 0 |
| Overall Target | 8.00% | 24.00% | 0.00% | 0.00% | 32.00% | 12.00% | 56.00% | 0.00% | 0.00% | 68.00% | 100.00% | 0 |
| Race/Gender Rep | 1 | 0 | 0 | 2 | 3 | 1 | 7 | 0 | 3 | 25 | 25 | 0 |
| Overall Target | 3 | 6 | 0 | 2 | 12 | 4 | 7 | 0 | 3 | 13 | 25 | 0 |
| Grand Total | 11.06% | 25.98% | 0.13% | 14.53% | 51.70% | 7.53% | 28.01% | 0.20% | 12.57% | 48.30% | 100.00% | 0 |
| | 169 | 397 | 2 | 222 | 790 | 115 | 428 | 3 | 192 | 738 | 1528 | 0 |

UTILITY SERVICES : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|-------|--------------|---------|----------|--------|--------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target/% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | 0 |
| Current | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 100.00% | 1 |
| Top Management (T23+) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 1 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | -1 | 0 | 0 | 0 | 0 | 1 | 1 |
| Overall Target | 1 | 0 | 0 | 1 | 2 | 6 | 2 | 0 | 9 | 17 | 19 | 0 |
| Senior Management (T19 - T22) | 5.26% | 0.00% | 0.00% | 5.26% | 10.53% | 31.58% | 10.53% | 0.00% | 47.37% | 89.47% | 100.00% | 0 |
| Current | 2 | 5 | 0 | 1 | 8 | -3 | 3 | 0 | -7 | 19 | 19 | 0 |
| Target Short / Over | 3 | 5 | 0 | 2 | 9 | 3 | 5 | 0 | 2 | 10 | 19 | 0 |
| Overall Target | 13 | 16 | 2 | 15 | 46 | 37 | 136 | 1 | 203 | 377 | 423 | 8 |
| Professionally Qualified and Experienced (T14 - T18) | 3.07% | 3.78% | 0.47% | 3.55% | 10.87% | 8.75% | 32.15% | 0.24% | 47.99% | 89.13% | 100.00% | 0 |
| Current | 46 | 85 | 0 | 19 | 150 | 30 | -20 | 1 | -160 | 423 | 423 | 0 |
| Target Short / Over | 59 | 101 | 2 | 34 | 195 | 67 | 116 | 2 | 43 | 228 | 423 | 0 |
| Overall Target | 105 | 97 | 2 | 52 | 256 | 176 | 655 | 3 | 242 | 1076 | 1332 | 27 |
| Skilled Technical and Academically qualified (T9 - T13) | 7.88% | 7.28% | 0.15% | 3.90% | 19.22% | 13.21% | 49.17% | 0.23% | 18.17% | 80.78% | 100.00% | 0 |
| Current | 79 | 220 | 3 | 56 | 358 | 36 | -290 | 4 | -108 | 1332 | 1332 | 0 |
| Target Short / Over | 184 | 317 | 5 | 108 | 614 | 212 | 365 | 7 | 134 | 718 | 1332 | 0 |
| Overall Target | 163 | 276 | 2 | 60 | 501 | 399 | 1570 | 5 | 57 | 2031 | 2532 | 51 |
| Semi skilled and discretionary decision (T5 - T8) | 6.44% | 10.90% | 0.08% | 2.37% | 19.79% | 15.76% | 62.01% | 0.20% | 2.25% | 80.21% | 100.00% | 0 |
| Current | 188 | 327 | 7 | 145 | 667 | 3 | -877 | 9 | 198 | 2532 | 2532 | 0 |
| Target Short / Over | 351 | 603 | 9 | 205 | 1167 | 402 | 693 | 14 | 255 | 1365 | 2532 | 0 |
| Overall Target | 293 | 362 | 0 | 3 | 658 | 1332 | 2287 | 5 | 18 | 3622 | 4280 | 86 |
| Unskilled and Defined Decision making (T1 - T4) | 6.85% | 8.46% | 0.00% | 0.07% | 15.37% | 31.12% | 52.97% | 0.12% | 0.42% | 84.63% | 100.00% | 0 |
| Current | 300 | 657 | 16 | 343 | 1316 | -652 | -1096 | 19 | 414 | 4280 | 4280 | 0 |
| Target Short / Over | 593 | 1019 | 16 | 346 | 1973 | 680 | 1171 | 24 | 432 | 2307 | 4280 | 0 |
| Overall Target | 6.70% | 8.75% | 0.07% | 1.53% | 17.04% | 22.72% | 53.92% | 0.16% | 6.16% | 82.96% | 100.00% | 0 |
| Race/Gender Rep | 575 | 751 | 6 | 131 | 1463 | 1951 | 4630 | 14 | 529 | 7124 | 8587 | 172 |
| Grand Total | | | | | | | | | | | | |

SAFETY AND SECURITY : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | | Male | | | | | | Male Total | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|-------|---------|----------|---------|-------|---------|----------|---------|---------|------------|-------------|-------------------|
| | Female | | | Male | | | Female | | | Male | | | | | |
| | African | Coloured | Indian | White | African | Coloured | Indian | White | African | Coloured | Indian | White | | | |
| Benchmark target% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.80% | 100.00% | 100.00% | 1 | 100.00% | 0 |
| Current | 0 | 0 | 0 | 0 | 0 | 0 | 100.00% | 0.00% | 0.00% | 100.00% | 1 | 100.00% | 1 | 100.00% | 1 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 3 | 3 | 3 | 3 | 100.00% | 3 |
| Senior Management (T19 - T22) | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 33.33% | 0.00% | 66.67% | 100.00% | 3 | 100.00% | 3 | 100.00% | 3 |
| Target Short / Over | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | -2 | 0 | 0 | 0 | 3 | 3 | 3 |
| Overall Target | 2 | 10 | 0 | 4 | 16 | 5 | 57 | 0 | 30 | 92 | 108 | 108 | 108 | 100.00% | 108 |
| Professionally Qualified and Experienced (T14 - T18) | 1.85% | 9.26% | 0.00% | 3.70% | 14.81% | 4.63% | 52.75% | 0.00% | 27.78% | 85.19% | 108 | 108 | 108 | 100.00% | 108 |
| Current | 13 | 16 | 0 | 5 | 12 | 12 | -27 | 1 | -19 | 108 | 108 | 108 | 108 | 100.00% | 108 |
| Target Short / Over | 15 | 26 | 0 | 9 | 50 | 17 | 30 | 1 | 11 | 58 | 108 | 108 | 108 | 100.00% | 108 |
| Overall Target | 38 | 93 | 1 | 49 | 181 | 85 | 472 | 9 | 318 | 884 | 1065 | 1065 | 1065 | 100.00% | 1065 |
| Skilled Technical and Academically qualified (T9 - T13) | 3.57% | 8.73% | 0.09% | 4.50% | 17.00% | 7.96% | 44.32% | 0.85% | 29.06% | 83.00% | 1065 | 1065 | 1065 | 100.00% | 1065 |
| Current | 110 | 160 | 3 | 37 | 84 | 84 | -181 | -3 | -211 | 1065 | 1065 | 1065 | 1065 | 100.00% | 1065 |
| Target Short / Over | 148 | 253 | 4 | 86 | 491 | 169 | 291 | 6 | 107 | 574 | 1065 | 1065 | 1065 | 100.00% | 1065 |
| Overall Target | 228 | 415 | 1 | 71 | 715 | 404 | 817 | 7 | 192 | 1420 | 2135 | 2135 | 2135 | 100.00% | 2135 |
| Semi skilled and discretionary decision (T5 - T8) | 10.88% | 19.44% | 0.05% | 3.33% | 33.49% | 18.92% | 38.27% | 0.33% | 8.69% | 66.51% | 2135 | 2135 | 2135 | 100.00% | 2135 |
| Current | 68 | 93 | 7 | 102 | 65 | 65 | -233 | 5 | 23 | 2135 | 2135 | 2135 | 2135 | 100.00% | 2135 |
| Target Short / Over | 296 | 506 | 8 | 173 | 964 | 339 | 564 | 12 | 215 | 1151 | 2135 | 2135 | 2135 | 100.00% | 2135 |
| Overall Target | 17 | 92 | 0 | 8 | 117 | 53 | 110 | 0 | 15 | 179 | 296 | 296 | 296 | 100.00% | 296 |
| Unskilled and Defined Decision making (T1 - T4) | 5.74% | 31.08% | 0.00% | 2.70% | 39.53% | 17.91% | 37.16% | 0.00% | 5.41% | 60.47% | 296 | 296 | 296 | 100.00% | 296 |
| Current | 24 | -22 | 1 | 16 | -6 | -6 | -29 | 2 | 14 | 296 | 296 | 296 | 296 | 100.00% | 296 |
| Target Short / Over | 41 | 70 | 1 | 24 | 136 | 47 | 81 | 2 | 30 | 180 | 296 | 296 | 296 | 100.00% | 296 |
| Overall Target | 7.90% | 16.91% | 0.06% | 3.60% | 28.52% | 15.16% | 40.41% | 0.44% | 15.47% | 71.48% | 3608 | 3608 | 3608 | 100.00% | 3608 |
| Race/Gender Rep | 285 | 610 | 2 | 132 | 1029 | 547 | 1458 | 16 | 558 | 2579 | 3608 | 3608 | 3608 | 100.00% | 3608 |
| Grand Total | 285 | 610 | 2 | 132 | 1029 | 547 | 1458 | 16 | 558 | 2579 | 3608 | 3608 | 3608 | 100.00% | 3608 |

INTERNAL AUDIT : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | Disability Target |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|--------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target/% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | |
| Top Management (T23+) | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | |
| Target Short / Over | 0.00% | 100.00% | 0.00% | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | |
| Overall Target | 0 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Senior Management (T19 - T22) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Target Short / Over | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Professionally Qualified and Experienced (T14 - T18) | 1 | 9 | 0 | 5 | 15 | 1 | 6 | 2 | 5 | 14 | 29 | 1 |
| Target Short / Over | 3.45% | 31.03% | 0.00% | 17.24% | 51.72% | 3.45% | 20.69% | 6.90% | 17.24% | 48.28% | 100.00% | |
| Overall Target | 4 | 7 | 0 | 2 | 13 | 4 | 2 | -2 | -2 | 29 | 29 | |
| Skilled Technical and Academically qualified (T9 - T13) | 1 | 7 | 0 | 2 | 10 | 2 | 6 | 0 | 3 | 11 | 21 | 0 |
| Target Short / Over | 4.76% | 33.33% | 0.00% | 9.52% | 47.62% | 9.52% | 28.57% | 0.00% | 14.29% | 52.38% | 100.00% | |
| Overall Target | 2 | -2 | 0 | 0 | 0 | 1 | 0 | 0 | -1 | 21 | 21 | |
| Semi skilled and discretionary decision (T5 - T8) | 3 | 5 | 0 | 2 | 10 | 3 | 6 | 0 | 2 | 11 | 21 | |
| Target Short / Over | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Unskilled and Defined Decision making (T1 - T4) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Target Short / Over | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Race/Gender Rep | 3.77% | 35.85% | 0.00% | 13.21% | 52.83% | 5.66% | 22.64% | 3.77% | 15.09% | 47.17% | 100.00% | |
| Grand Total | 2 | 19 | 0 | 7 | 28 | 3 | 12 | 2 | 8 | 25 | 53 | 1 |

HOUSING : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | Male | | | | | Grand Total | Disability Target |
|---|---------|----------|--------|--------|--------------|---------|----------|--------|---------|------------|-------------|-------------------|
| | African | Coloured | Indian | White | Female Total | African | Coloured | Indian | White | Male Total | | |
| Benchmark target% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | |
| Current | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 100.00% | 0 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 1 | 1 | 0 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 |
| Senior Management (T19 - T22) | 0.00% | 0.00% | 0.00% | 33.33% | 33.33% | 33.33% | 33.33% | 0.00% | 0.00% | 66.67% | 100.00% | 0 |
| Current | 0 | 1 | 0 | -1 | 1 | -1 | 0 | 0 | 0 | 2 | 3 | 0 |
| Target Short / Over | 0 | 1 | 0 | -1 | 1 | -1 | 0 | 0 | 0 | 2 | 3 | 0 |
| Overall Target | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 2 | 3 | 0 |
| Professionally Qualified and Experienced (T14 - T18) | 7.23% | 15.66% | 0.00% | 3.61% | 26.51% | 16.87% | 28.92% | 2.41% | 25.30% | 73.49% | 100.00% | 2 |
| Current | 5 | 7 | 0 | 4 | 22 | -1 | -1 | -2 | -13 | 61 | 83 | 2 |
| Target Short / Over | 5 | 7 | 0 | 4 | 22 | -1 | -1 | -2 | -13 | 61 | 83 | 2 |
| Overall Target | 11 | 20 | 0 | 7 | 38 | 13 | 23 | 0 | 8 | 45 | 83 | 2 |
| Skilled Technical and Academically qualified (T9 - T13) | 7.75% | 40.70% | 0.00% | 1.55% | 50.00% | 5.43% | 39.15% | 0.00% | 5.43% | 50.00% | 100.00% | 5 |
| Current | 16 | -44 | 1 | 17 | 119 | 27 | -30 | 1 | 12 | 129 | 258 | 5 |
| Target Short / Over | 16 | -44 | 1 | 17 | 119 | 27 | -30 | 1 | 12 | 129 | 258 | 5 |
| Overall Target | 36 | 61 | 1 | 21 | 119 | 41 | 71 | 1 | 26 | 139 | 258 | 5 |
| Semi skilled and discretionary decision (T5 - T8) | 8.01% | 17.77% | 0.00% | 2.44% | 28.22% | 17.42% | 51.57% | 0.35% | 2.44% | 71.78% | 100.00% | 6 |
| Current | 17 | 17 | 1 | 16 | 81 | -4 | -69 | 1 | 22 | 206 | 287 | 6 |
| Target Short / Over | 17 | 17 | 1 | 16 | 81 | -4 | -69 | 1 | 22 | 206 | 287 | 6 |
| Overall Target | 40 | 68 | 1 | 23 | 132 | 46 | 79 | 2 | 29 | 155 | 287 | 6 |
| Unskilled and Defined Decision making (T1 - T4) | 4.24% | 2.54% | 0.00% | 0.00% | 6.78% | 44.07% | 47.46% | 0.85% | 0.85% | 93.22% | 100.00% | 2 |
| Current | 11 | 25 | 0 | 10 | 54 | -33 | -24 | 0 | 11 | 64 | 118 | 2 |
| Target Short / Over | 11 | 25 | 0 | 10 | 54 | -33 | -24 | 0 | 11 | 64 | 118 | 2 |
| Overall Target | 16 | 28 | 0 | 10 | 54 | 19 | 32 | 1 | 12 | 64 | 118 | 2 |
| Race/Gender Rep | 7.20% | 22.93% | 0.00% | 2.00% | 32.13% | 17.47% | 44.00% | 0.53% | 5.87% | 67.87% | 100.00% | |
| Grand Total | 54 | 172 | 0 | 15 | 241 | 131 | 330 | 4 | 44 | 509 | 750 | 15 |

HEALTH SERVICES: STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | | Male | | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|--------|---------|----------|--------|-------|---------|----------|---------|---------|-------------|-------------------|
| | Female | | | Male | | | Female | | | Male | | | | |
| | African | Coloured | Indian | White | African | Coloured | Indian | White | African | Coloured | Indian | White | | |
| Benchmark target/ % | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | 100.00% | 1 | 0 |
| Top Management (T23+) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 100.00% | 100.00% | 100.00% | 1 | 0 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 0 | 0 | 0 | 1 | 0 |
| Overall Target | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management (T19 - T22) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overall Target | 20 | 21 | 1 | 17 | 59 | 13 | 9 | 0 | 10 | 32 | 91 | 91 | 32 | 2 |
| Professionally Qualified and Experienced (T14 - T18) | 21.98% | 23.08% | 1.10% | 18.68% | 64.84% | 14.29% | 9.89% | 0.00% | 10.99% | 35.16% | 100.00% | 100.00% | 91 | 2 |
| Target Short / Over | -7 | 1 | -1 | -10 | 6 | 1 | 16 | 1 | -1 | 1 | 91 | 91 | 32 | 2 |
| Overall Target | 13 | 22 | 0 | 7 | 42 | 14 | 25 | 1 | 9 | 49 | 91 | 91 | 49 | 14 |
| Skilled Technical and Academically qualified (T9 - T13) | 34.31% | 36.94% | 0.28% | 6.11% | 77.64% | 6.39% | 7.50% | 0.00% | 8.47% | 22.36% | 720 | 720 | 161 | 14 |
| Target Short / Over | -147 | -95 | 1 | 14 | 14 | 68 | 143 | 4 | 12 | 4 | 720 | 720 | 161 | 14 |
| Overall Target | 100 | 171 | 3 | 58 | 332 | 114 | 197 | 4 | 73 | 388 | 720 | 720 | 388 | 10 |
| Semi skilled and discretionary decision (T5 - T8) | 34.15% | 36.61% | 0.00% | 4.09% | 74.85% | 11.45% | 12.88% | 0.00% | 0.82% | 25.15% | 489 | 489 | 123 | 10 |
| Target Short / Over | -99 | -63 | 2 | 20 | 22 | 22 | 71 | 3 | 45 | 4 | 489 | 489 | 123 | 10 |
| Overall Target | 68 | 116 | 2 | 40 | 225 | 78 | 134 | 3 | 49 | 264 | 489 | 489 | 264 | 3 |
| Unskilled and Defined Decision making (T1 - T4) | 26.45% | 32.26% | 0.00% | 0.00% | 58.71% | 13.55% | 26.45% | 0.00% | 1.29% | 41.29% | 155 | 155 | 64 | 3 |
| Target Short / Over | -20 | -13 | 1 | 13 | 4 | 4 | 1 | 1 | 14 | 1 | 155 | 155 | 64 | 3 |
| Overall Target | 21 | 37 | 1 | 13 | 71 | 25 | 42 | 1 | 16 | 84 | 155 | 155 | 84 | 3 |
| Race/Gender Rep | 32.62% | 35.44% | 0.21% | 5.56% | 73.83% | 9.34% | 11.47% | 0.00% | 5.36% | 26.17% | 1456 | 1456 | 381 | 29 |
| Grand Total | 475 | 516 | 3 | 81 | 1075 | 136 | 167 | 0 | 78 | 381 | 1456 | 1456 | 381 | 29 |

TRAMP : STAFF PROFILE (WITH DISABILITY) AS AT 31 AUGUST 2010

| OCCUPATIONAL LEVELS | Female | | | | | | Male | | | | | | Grand Total | DISABILITY TARGET |
|---|---------|----------|--------|-------|---------|----------|--------|-------|---------|----------|---------|---------|-------------|-------------------|
| | Female | | | Male | | | Female | | | Male | | | | |
| | African | Coloured | Indian | White | African | Coloured | Indian | White | African | Coloured | Indian | White | | |
| Benchmark target/% | 13.85% | 23.80% | 0.37% | 8.08% | 46.10% | 15.89% | 27.37% | 0.55% | 10.09% | 53.90% | 100.00% | 100.00% | 0 | |
| Top Management (T23+) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | |
| Target Short / Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Overall Target | 1 | 1 | 0 | 0 | 2 | 0 | 5 | 0 | 7 | 12 | 14 | 14 | 0 | |
| Senior Management (T19 - T22) | 7.14% | 7.14% | 0.00% | 0.00% | 14.29% | 0.00% | 35.71% | 0.00% | 50.00% | 85.71% | 100.00% | 100.00% | 0 | |
| Target Short / Over | 1 | 2 | 0 | 1 | 0 | 0 | 1 | 0 | 6 | 14 | 14 | 14 | 0 | |
| Overall Target | 2 | 3 | 0 | 1 | 6 | 2 | 4 | 0 | 1 | 8 | 14 | 14 | 3 | |
| Professionally Qualified and Experienced (T14 - T16) | 2 | 6 | 0 | 7 | 15 | 4 | 56 | 3 | 74 | 137 | 152 | 152 | 3 | |
| Target Short / Over | 1.32% | 3.95% | 0.00% | 4.61% | 9.87% | 2.63% | 36.84% | 1.97% | 48.68% | 90.13% | 100.00% | 100.00% | 0 | |
| Overall Target | 19 | 30 | 1 | 5 | 20 | 20 | 14 | 2 | 59 | 152 | 152 | 152 | 0 | |
| Skilled Technical and Academically qualified (T9 - T13) | 21 | 36 | 1 | 12 | 70 | 24 | 42 | 1 | 15 | 82 | 152 | 152 | 5 | |
| Target Short / Over | 14 | 38 | 0 | 23 | 75 | 30 | 118 | 1 | 24 | 173 | 248 | 248 | 0 | |
| Overall Target | 5.65% | 15.32% | 0.00% | 9.27% | 30.24% | 12.10% | 47.58% | 0.40% | 9.68% | 69.76% | 100.00% | 100.00% | 0 | |
| Semi skilled and discretionary decision (T5 - T8) | 20 | 21 | 1 | 3 | 20 | 9 | 50 | 0 | 1 | 248 | 248 | 248 | 9 | |
| Target Short / Over | 34 | 59 | 1 | 20 | 114 | 39 | 68 | 1 | 25 | 134 | 248 | 248 | 0 | |
| Overall Target | 22 | 47 | 0 | 17 | 86 | 78 | 292 | 0 | 5 | 375 | 461 | 461 | 0 | |
| Unskilled and Defined Decision making (T1 - T4) | 4.77% | 10.20% | 0.00% | 3.69% | 18.66% | 16.92% | 63.34% | 0.00% | 1.08% | 81.34% | 100.00% | 100.00% | 0 | |
| Target Short / Over | 64 | 110 | 2 | 37 | 213 | 73 | 126 | 3 | 47 | 248 | 461 | 461 | 0 | |
| Overall Target | 12 | 18 | 0 | 0 | 30 | 326 | 453 | 1 | 3 | 783 | 813 | 813 | 0 | |
| Unskilled and Defined Decision making (T1 - T4) | 1.48% | 2.21% | 0.00% | 0.00% | 3.69% | 40.10% | 55.72% | 0.12% | 0.37% | 96.31% | 100.00% | 100.00% | 0 | |
| Target Short / Over | 101 | 175 | 3 | 66 | 375 | 129 | 223 | 4 | 82 | 438 | 813 | 813 | 0 | |
| Overall Target | 113 | 193 | 3 | 66 | 375 | 129 | 223 | 4 | 82 | 438 | 813 | 813 | 0 | |
| Race/Gender Rep | 3.02% | 6.51% | 0.00% | 2.78% | 12.31% | 25.93% | 54.71% | 0.30% | 6.75% | 87.69% | 100.00% | 100.00% | 0 | |
| Grand Total | 51 | 110 | 0 | 47 | 208 | 438 | 924 | 5 | 114 | 1481 | 1689 | 1689 | 34 | |

