

**AN ANALYSIS OF THE SUCCESSION PLANNING PRACTICES IN A
METROPOLITAN MUNICIPALITY IN SOUTH AFRICA**

by

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ABSTRACT

The successful implementation of any integrated talent management approach is important when embarking on succession planning to mitigate the risk of institutional knowledge being lost or for that matter, the loss of staff with critical and scarce skills occupying key positions. The integrated talent management approach is intended to manage, develop and retain skilled and experienced personnel identified as successors who should be ready to occupy targeted key positions in the event the current incumbents vacated due to retirement or through voluntary or involuntary exit from the municipality at any stage during the employee life cycle.

The successful management of successors to key positions during the employee life cycle is highly dependent on the effective management of the succession planning process and system. The metropolitan municipality at the focus of this study has not delivered on a successfully implemented succession planning process and system to support the management and retention of staff and institutional knowledge in key critical and scarce skills and leadership positions. The aim of this study is to investigate and confirm the need for the integration of succession planning practices in an integrated talent management approach.

This study applied a multidisciplinary theoretical review of current literature within the fields of talent management, public management, organisational psychology and business survey research at national and international levels. The selection of only one municipality supports a case study design in that it allows for an analysis of specific circumstances and a situation as experienced with regard to succession planning in a local government municipality.

The researcher explored a triangulation mixed methods research approach and in such an instance, qualitative and a quantitative research are completed at the same time with equal weighting and with the idea of bringing the results of the two types of research together to validate the research questions posed. The qualitative research approach involved unstructured (in-depth) interviews conducted with eight Devolved Human Resources Managers (DHRM's) responsible for HR Management within the municipality's functional areas / departments. A survey technique in the format of a self-administered questionnaire was also used as a quantitative research approach to draw input from a sample group. The researcher, in consultation with a statistician, selected non-probability sampling. The questionnaire provided quantitative data to reflect the view of managerial, as well as non-managerial staff.

The quantitative data collected was analysed using suitable descriptive and inferential statistical analyses. The qualitative data was recorded through unstructured interviews. The quantitative data was data integration correlated with the qualitative data. The results of the quantitative research were analysed and key factors identified for further interpretation. The results of the qualitative research were described with key themes emerging. The outcomes of both research approaches were consolidated and a linkage with the research objectives established in a tabulated format. New results emerged, confirming the integration of the outcomes by using the mixed method methodology. Congruent and non-congruent data across the qualitative and quantitative dimensions were identified.

The integrated research results included a reality around the processes and practices in the integrated talent management framework that are inadequate and hence not successfully applied. It was also evident that key succession planning processes and practices are not managed in the municipality.

As a key recommendation, the need was identified for the revision and development of a new integrated talent management framework with practical guidelines and support processes as well as a talent management strategy; the development of a succession planning policy and guidelines; training on labour legislation and its application in talent management and succession planning; a proper process for engagement as embedded in the talent management framework; a review of all HR policies; the capturing of roles and responsibilities during the process of succession planning and talent management so as to eliminate ambiguity and the proper capacitation of Devolved Human Resource Managers to enable understanding, implementation and monitoring of succession planning in the municipality.

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DEDICATION

For: My late mother, Maria Elizabeth Le Roes (*née* Human)

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ABBREVIATIONS

AMA	American Management Association
ASHTO	Association of State and Territorial Health Officials
AU	African Union
CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
COGTA	Department of Cooperative Governance and Traditional Affairs
EE	Employment Equity
EVP	Employee Value Proposition
GIZ	German Agency for Technical Cooperation
HR	Human Resources
IDP	Integrated Development Plan
ILO	International Labour Organisation
IMATU	Independent Municipal and Allied Trade Union
IS&T	Information Systems & Technology
IPMA-HR	International Public Management Association for Human Resources
KIM	Kenyan Institute of Management
KPAs	Key Performance Areas
LGSETA	Local Government Sector Education Training Authority
MBA	Master's in Business Administration
MECs	Members of the Executive Council
NCOP	National Council of Provinces
NOGICDA	National Oil and Gas Industry Content Development Act
PDP	Personal Development Plan
PERSAL	Personnel and Salary System
ROI	Return on Investment
SABPP	South African Board for People Practices

SADC	Southern African Development Corporation
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers' Union
SAQA	South African Qualifications Authority
SDBIP	Service Delivery Business Implementation Plan
SPSS	The Statistical Package for the Social Sciences
TM	Talent Management
UK	United Kingdom
UN	United Nations
USA	United States of America
VUCA	Volatility, Uncertainty, Complexity and Ambiguity
WSP	Workplace Skills Plan

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

The aim of the process for the management of succession planning in any organisation is to preserve the organisation's "memory" or institutional knowledge and experience, and to ensure continuity in key areas critical to the sustainability and effectiveness of the organisation. Succession planning as a single application cannot achieve this on its own unless it considers the realities of organisational culture, the diverse workforce, relevant labour legislation, the reality of an integrated talent management approach, the key components of an employee value proposition, and the value sets of the generations comprising the workforce. These variables are but a few of the realities that embody the processes around talent management evident in any business today. The success of succession planning can therefore be argued to lie in the component parts of an integrated talent management approach that will render an opportunity to ensure a more effective application of succession planning processes and practice.

Historically, and strongly influenced by past restrictive South African labour laws, succession planning included the selection of "favourites", with a clear undertone of racial segregation, ignoring pertinent issues such as the competence of individuals who could be groomed to succeed managers occupying key positions within an organisation. These include discriminatory practices against women, effectively preventing them from occupying leadership roles in business. The more contemporary approaches in the world of work today consider factors such as improved retention of strong performers and high potentials, irrespective of race or gender, women in leadership, well-targeted individual employee development initiatives (to support succession plans and stronger organisational development with a focus on managing talent pools), and the formalisation of the process through talent management committees or fora to oversee staff attraction and retention strategies as well as succession and career management (Dessler, et al. 2011:365). Dessler also confirms that both the employer and employee benefits from the opportunity to invest in the development of the staff member and in so doing serves the purpose of staff career enhancement and the organisation meeting its strategic business objectives.

The research of Cheese et al (2008:16) confirms that renewed interest in succession planning came about due to key developments in the general business environment. This included an ageing population with the Baby Boomer generation proceeding towards

retirement and fewer people in the younger generation who are ready or able to replace them. Cheese confirms that the labour market is tighter than early 2000 and the younger generation or “talented” people are happy to move from one organisation to another if issues such as personal work satisfaction, a conducive work environment, flexible working arrangements, and personal development planning, are not evident.

The findings of the African Human Capital and Labour Report – South Africa (2014:26-27) confirms succession planning challenges due to the pace at which technological change and advancement is happening (including the 4th Industrial Revolution or VUCA world), the challenge of a complex work society as a whole (e.g. stress, financial bottom line directed practices, etc.), coupled with the demands of a knowledge-based world economy and the continuing requirement to adhere to practices and policies that ensure good governance and ethical work standards. These issues have resulted in a talent pool not willing or able to take up critical roles or specific management positions and managers who are not able to keep up with these changing demands.

The reality of effective succession planning is, however, captured in integrated talent management practices. Ludike (2011:118) confirms that challenges in the global environment, globalisation, management of employee expectations and talent demographics makes it difficult to attract, engage and retain talent, especially if a proper talent management strategy is not evident as the key driver of integrated talent practices.

To determine the preparedness of South African municipalities in managing these developments and challenges, and to understand current practices, this study will focus on a metropolitan municipality as a local government case study in order to explore an example of succession planning practice and derive at best, proposed actions or interventions for effectively managing staff succession.

1.2 Background to the research problem

The transformation of the South African local government landscape since 1994 has resulted in many experienced staff resigning or opting for early retirement packages, leaving some municipalities with a lack of expertise to run key infrastructure such as the supply of fresh drinking water, the provision of electricity, transport systems, upkeep of roads, and proper management of libraries, clinics and community facilities, amongst others (McKenzie, 2010:10). A number of projects and initiatives were implemented by national government to address this issue, but any expected successes were hampered by continued attempts to “rightsize” and “downsize” the political and institutional landscape following local government

elections, and the issue of shared responsibility versus individual autonomy for service delivery mandates, which became blurred in the structural designs of the three spheres of government (McKenzie, 2010:10).

McKenzie (2010:12) recalls the launch of Project Consolidate in October 2004. Its aim was to focus on national government's engagement with local government, both within the functional management of the municipalities, as well as service delivery to the community. This was seen as an attempt to address the problems that local government was experiencing at the time, including human resources and talent matters as already highlighted. The focus of Project Consolidate was to, amongst others, implement capacity building programmes and systems that would include human resource development and improved organisational culture. In 2006, the National Government Department for Provincial and Local Government responded by approving the completion of a National Skills Audit of all 286 municipalities (including metropolitan municipalities), to identify the qualifications, skills, experience, training, and competencies resident within staff employed across local government in South Africa. This initiative was included in the establishment of the Five Year Local Government Strategic Agenda (2006 – 2011) as approved at a Cabinet Lekgotla, where a commitment was made to strengthening local government through revising the National Capacity Building Framework for Local Government; an amendment to the first framework that was implemented in 2004. The amendment was to include the definition of individual capacity building:

“Individual capacity is the potential and competency, or lack thereof, found within a person, normally reflected through his or her specific technical and generic skills, knowledge, attitudes and behaviour, accumulated through forms of education, training, experience, networks and values”

(South Africa. Department of Provincial and Local Government, 2007:6).

In the context of the above, national government soon realised that individual capacity building must be prioritised to ensure the retention of staff in critical and scarce skills occupations, and to ensure that processes, practices and supporting mechanisms are in place to manage the ageing workforce in the local government sector. Capacity challenges that came to light highlighted that a shortage of staff in particular occupations were hampering service delivery effectiveness and efficiency. The National Capacity Building Framework for Local Government (2007:13) confirms that certain occupational areas that required more attention included engineering, municipal planning, environmental health, artisans and economic development, as well as emergency and disaster management.

In 2007, in response to the skills audit initiative and the capacity building programme, the metropolitan municipality of interest to this study (also referred to as the municipality in the text), adopted a transformation plan that would change the scope of the Human Resources (HR) function within the organisation. The transformation plan emphasised that investment was needed to establish an integrated platform to capture the linkage between an employee value proposition and brand promise and the effective management of talent acquisition, talent integration, talent competency management, individual performance management, personal development planning, the measurement and understanding of staff potential, the establishment and management of talent pools, staff development planning, career and succession planning, and staffing strategy development and implementation as well as investment in talent reward and retention (Metropolitan Municipality Transformation Plan, 2007:2). However, the municipality realised that the key to a successful integrated talent management approach lies in understanding the staff that work for the organisation and what they bring to their jobs. The municipality therefore decided that, in response to the call for a national skills audit, a full competency assessment project had to be launched to understand the skills, knowledge, experience and qualifications of staff across all occupational areas within the functional areas of the municipality. The skills audit was planned over a period of five years (2007 – 2012), to ensure that all staff would be assessed. The results of the skills audit could assist in best managing the career stage of any staff member within the newly formulated integrated talent management framework.

The municipality's Skills Audit Report (2012) revealed that certain key technical, tactical and strategic occupational levels were at risk, as key critical skills required at these levels were not at the expected competency level. The municipality would have to invest in specific development and training to ensure an acceptable job competency level that would support the municipality's standard of service delivery. The information further revealed that serious effort would have to be made to invest in the competence of staff employed at various levels to support the key job requirements of certain professional, management, and technical roles within the organisation. The results, as captured in the Skills Audit Report, are summarised as follows:

- In the senior professional, middle management, and senior management categories, key competencies such as planning and organising, action and outcome orientation, strategic capability, and leadership were identified as areas where further training and development is needed to ensure competence in the positions occupied.
- In the junior and associated professional category (including first line supervisors, young professionals and general administrative staff), key competencies such as project management, action orientation, and problem solving have been highlighted as areas that require attention to ensure competence in the positions occupied.

- The average tenure of the staff in these groups within the municipality is approximately 20 - 25 years. In many instances retirement of staff in critical roles is looming within the next two to five years and the municipality will be losing a number of key staff with years of experience and institutional/technical knowledge.

The municipality's integrated talent management framework with supporting processes and guidelines, was developed in order to, amongst other factors, address the competence, retention and succession issues listed above and ensure the integration of strategic staffing decisions with the succession planning process. To enable this, the municipality's integrated talent management framework had to be implemented across all the functional areas and operate effectively during an employee's life cycle in the organisation. The researcher obtained confirmation from the unstructured interviews conducted during the research phase of this study that the municipality assessed, benchmarked, developed and implemented a number of supporting initiatives to enable an integrated talent management practice. These included the use of consultants and the testing of certain applications in support of talent recruitment drives. In 2012, after four years of development and benchmarking, the HR Department soon realised that the integrated talent management framework was well structured and mapped as a process, but not effectively applied in practice. Following a pilot study conducted in one of the municipality's departments, the HR department embarked on a project to enable a more effective application of the talent management programmes and by 2015, was able to secure results on staffing strategies, succession planning data gathering, personal development planning practices, revised HR policies to support talent management processes and the opportunity to train line managers on the integrated approach in talent practices and processes. The reality, however, was that with limited resources at both corporate level and at the level of devolved human resources managers, the slow pace at which the training and learning was taking place and the effectiveness thereof, prevented successful integration of talent management practice in departments and capacity building amongst human resources practitioners and line managers.

1.3 Research problem

The successful implementation of the integrated talent management approach is important when embarking on succession planning to mitigate the risk of institutional knowledge being lost or for that matter, the loss of staff with critical and scarce skills occupying key positions. The integrated talent management approach which intended to manage, develop and retain key personnel identified as successors for targeted key positions, was not effectively implemented in the metropolitan municipality.

1.3.1 Main problem statement

The metropolitan municipality experienced challenges with the implementation of the succession planning policy and process (Independent variable), which resulted in the lack of talent management for key personnel identified as successors in critical and scarce skills and leadership positions (dependent variable), ultimately resulting in the loss of institutional knowledge.

The apparent lack of a clear understanding of the succession planning process and methodology by the line managers in the departments of the municipality, has led to the absence of clear plans of action to address the succession issues. This led to a number of staff who reached retirement age at 60 or 65, leaving the municipality with no successor in place.

The integration of succession planning practices in an integrated talent management approach is also not evident. According to the municipality's HR Reporting Dashboard (2015), the percentage of voluntary severance from the municipality at early retirement age of 55 or 60, increased from 5 to 11 percent in the period 2012 to 2014. The organisation was not ready for these separations and as a result no successors were in place. The impact on service delivery had to be managed and placed extra pressure on existing staff who had to share the workload.

The fact that the line departments in the municipality received succession planning training and practical exposure to the process via facilitation sessions through Corporate Human Resources or DHRM's was evident, but it was not effective enough to pin down practice and ensure compliance and thus implementation was not successful. A more practical reality was that to effectively manage succession planning, career planning and performance discussions should take place annually and for this, line managers and staff must engage on these matters to establish clear plans of action. This was also not evident.

1.3.2 Sub-problems

As per the areas captured in the main problem, the following sub-problems have emerged:

1. The integrated talent management framework developed for the metropolitan municipality was not successfully implemented across functional areas which resulted in poor or no succession planning processes and practices.
2. There is a lack of formal engagement between line managers and their staff members on career development and training in support of succession planning.
3. The HR policies and practices of the municipality do not support the effective implementation of succession planning.

4. There is a lack of clarity as to who must take responsibility and ownership for the implementation of succession planning in the municipality.

1.4 Research questions

The following main research question and key questions were posed in this research study to address the main research problem and sub-problems.

1.4.1 Main question

What are the constraining factors in the metropolitan municipality's succession planning approach that contributed to the non-deliverables in managing critical and scarce skills positions, staff development, retention and transfer of institutional knowledge?

1.4.2 Key questions

1. How did line and HR management across various functional areas within the municipality implement the talent management framework as a tool to support succession planning?
2. To what extent do line managers and their staff members formally engage on matters of career development and training in support of succession planning?
3. Why are the municipality's HR policies and practices perceived to be non-supportive for the effective implementation of succession planning?
4. Why are stakeholders in succession planning (line managers, individual staff members, line department HR management and Corporate HR (talent management) unclear about their roles and responsibilities with regards to its implementation?

1.5 Aims and objectives of the research

The municipality's Integrated Development Plan (2012 – 2017) has, as one of its key outcomes, the development and implementation of integrated talent management practices. The talent management framework that was developed in 2012 had to focus on key talent management initiatives, including individual performance management, the management of competencies, skills/competency assessments, as well as staff development in the implementation of career and succession planning. It is on this premise that the research study seeks to understand the municipality's commitment to the development of staff and retention of institutional knowledge through succession planning processes, as it intends to provide an opportunity for managers and subordinates to plan for staff development through mechanisms such as HR policy, strategy, and development programmes. This will include the specific processes utilised in the identification of key positions within the municipality that

relate to critical and scarce skills and leadership roles, and positions identified for succession of retirees about to leave the municipality within the next two to five years (2015 – 2020).

The research aim was to propose solutions on how best to implement and apply succession planning within the metropolitan municipality by (1) understanding the current talent management practices within the departments of the municipality, (2) identifying the staff engagement issues pertaining to successful succession planning, (3) understanding the appropriate process and mechanisms to apply succession planning, and finally (4) to propose a process and the talent management context for implementation.

1.5.1 Objectives

The following objectives will be the focus of the study:

1. To investigate why the integrated talent management framework has not been successfully applied across functional areas
2. To determine the municipality's approach on the level of formal engagement between line managers and their staff regarding career development and training
3. To clarify why the municipality's HR policies and practices prevent the effective implementation of succession planning
4. To determine the extent of ambiguity regarding the responsibility and ownership for the implementation of succession planning at the municipality.

The aim of the overall study will be to address the main problem stated above and to meet certain objectives as they relate to the research problems and questions.

1.6 Research methodology

This study applied a multidisciplinary theoretical review of current literature within the fields of talent management, public management, organisational psychology and business survey research at international and national level. These included searching and reviewing periodicals, legislation, library books and published policies and guidelines of the metropolitan municipality and local, provincial and national government. The selection of one municipality supports a case study design in that it allows for an analysis of specific circumstances and a situation as experienced with regard to succession planning in a local government municipality. The review of such practices across various local, district and metropolitan municipalities would exceed the demarcated boundaries of master's level research and offer further analysis at doctorate degree level (Mouton, 2011:5).

The information to be analysed in a case study scenario will, according to Rule and Vaughn (2011: 3), offer a body of evidence that will support conclusions drawn from circumstances that would require investigation. The case study design will allow the researcher to explore a general problem around succession planning practices and offer information and results based on a focused setting.

The decision to select only one metropolitan municipality is further supported in that a case study design according to Rule and Vaughn (2011: 4) “is a specific example of something that belongs to a larger category of instances.” The metropolitan municipality is one of eight in South Africa that are classified according to the size of the population they render services to within their demarcated borders. This is in accordance with classification based on infrastructure requirements, integrated development in rural and urban areas and integrated systems that is own to the criteria for being recognized as a metropolitan municipality. (South Africa Municipal Structures Act, 1998)

The researcher explored a triangulation mixed methods research approach and as explained by De Vos et al. (2013: 434), in such an instance a qualitative and a quantitative research approach is completed at the same time with equal weighting and with the idea of bringing the results of the two types of research together to validate the research questions posed.

The qualitative research approach involved unstructured (in-depth) interviews conducted with eight Devolved Human Resources Managers (DHRMs) responsible for HR Management within the municipality’s functional areas / departments. These DHRMs are responsible for the management, coordination, guidance and monitoring of the implementation of succession planning practices and processes and integrated talent management in the functional area / department which they support. The municipality has twelve DHRMs and a purposive sample of eight was selected. The eight represented departments / functional areas with examples of both good talent management and succession planning practices and processes as well as those departments that fall short on effective practices. As such the unstructured interview allowed the researcher to interrogate specific responses to questions posed in order to establish a more in-depth understanding of the succession planning practices in the functional areas / departments.

The validity of the qualitative research method was confirmed by testing the unstructured interview questions on HR professionals before the data collection process and correcting any areas of concern. The results of the official interviews were also discussed with three of the eight DHRMs to obtain confirmation of the results achieved and validate the outcome.

A survey technique in the format of a self-administered questionnaire was also used as a quantitative research approach to draw input from a sample group. The researcher, in consultation with a statistician, selected non-probability sampling. Babbie and Mouton (2001:166) confirm that non-probability sampling is considered when “social research is often conducted in situations where you can’t select the kinds of probability samples used in large-scale social surveys”. The questionnaire provided quantitative data to reflect the view of managerial as well as non-managerial staff. This group of 2086 staff members were identified as the target group since they are assigned responsibility for implementing the process of succession planning or managing the process in order to meet targets set in HR planning. The contact details (work e-mail addresses) of all staff in this group was accessed and the questionnaire was created on an online computer system, a Microsoft Share-Point site, with sole access to the site secured by the researcher. This also ensured that the confidentiality of the participants would be guaranteed.

The quantitative data collected was analysed using suitable descriptive and inferential statistical analyses in consultation with a professional statistician. The statistical analyses were interpreted and recommendations were made, taking into consideration the objectives of the research. The qualitative data was recorded through note taking and the use of a recording device that was utilised with the permission of the participants. The recordings and notes were captured and specific related information gathered was coded and then grouped to create themes.

The quantitative data was data integration correlated with the qualitative data. The results of the quantitative research were analysed and key factors identified for further interpretation. The results of the qualitative research were described with key themes emerging. The outcomes of both research approaches were consolidated and a linkage with the research objectives established in a tabulated format. New results emerged, confirming the integration of the outcomes by applying the mixed method methodology. Congruent and non-congruent data across the qualitative and quantitative dimensions were identified.

1.7 Delineation of the research

The research focused on the input and results achieved in the application of the integrated talent management framework as experienced by a specifically selected group of professionals, technical staff, senior supervisors and managers within the metropolitan municipality. This sample group consisted of approximately 2086 permanent staff members that operate at work stations across the metropolitan area of the municipality and excluded any local government staff member not operating under the municipality’s employment, e.g.

a local government staff member working for a metropolitan, district or local municipality outside the boundary of the metropolitan area of the metropolitan municipality and as demarcated according to the Municipal Structures Act, 117 of 1998. This study also did not include temporary staff members of the municipality, any political office bearer, members of staff of municipal entities or any members of the Council Committee of the municipality in their capacity as councillor.

1.8 Significance and contributions of the research study

This research was significant in that it produced an analysis of succession planning practices that confirmed an understanding, or lack thereof, of how to integrate the succession planning approach with key talent management initiatives. The research was conducted on a specific sample group on whom this process will impact, either as a participant in succession planning initiatives or in using the process as a HR management tool for strategic staffing. At the same time, it will supply the information needed to:

- Effectively manage and implement succession planning within the municipality;
- Develop the guidelines / process required for the implementation of succession planning within the municipality;
- Refine and improve on HR practices and processes required to support succession planning; and
- Understand the roles and responsibilities required for the succession planning process.

In the local government environment and internal to the municipality, the beneficiaries of the succession process and its application will therefore be the individual staff member, the relevant line manager, the HR department, and the municipality who want to ensure effective management of a strategy around succession planning and retention. In the external environment, the research will be of value to the broader talent management and Human Capital Management community including, but not limited to, organisations such as the Human Capital Institute of South Africa, the South African Board for People Practices and the Human Sciences Research Council of South Africa. The results can be published in research journals as well as the magazines of the South African Board for People Practice, the Institute for People Management, the Institute for Municipal People Practitioners, *Delivery* – The Magazine for Local Government, HR Future, and the web publications of the Human Capital Institute South Africa.

1.9 Outline of the thesis

Chapter 1 provides the introduction, background, problem statement, and research questions of the research study. This chapter outlines the rationale for undertaking this research and the significance and impact of the study is discussed.

In Chapter 2, the literature review provides the critical issues and reality around the work environment in the global, African, and South African context of talent and succession management. This chapter also presents the key legislative realities and talent management and succession models and applications in both the private and the public sectors across the world as evidenced from the available literature within the field.

The research methodology, which is briefly outlined in Chapter 1, is described in more detail in Chapter 3. The research design, population and sample groups identified, sampling design, data collection method, and ethical considerations, including validity and reliability considerations in planning and executing the research, are discussed.

The interpretation of the results of this study is presented in Chapter 4 and includes the use of statistical methods and descriptive data projection of the immediate outcome associated with factors and themes derived from the quantitative and qualitative data respectively. These include the use of pie charts and tables to represent the biographical and non-biographical information of the respondents of the survey questionnaire. The main factors emerging from the survey questionnaire are captured and analysed based on the statistical analysis of responses. The themes emerging from the unstructured interviews are also discussed in network structures.

In Chapter 5, the discussion of the results includes the findings based on the results presented in the previous chapter. The results include a reference to both qualitative and quantitative data and any correlation between the data. The link between previous research studies and the literature review is also established.

For Chapter 6, the conclusions emanating from the findings are presented and recommendations discussed with due consideration of results presented to indicate how the key research objectives and issues around succession planning could be addressed or improved upon in order to better apply and understand the succession planning process as a component of an integrated talent management framework.

1.10 Conclusion

This chapter provided an overview of the research study by elucidating the background of succession planning in the metropolitan municipality that lead to the main research problem with its associated research questions and objectives. This was followed by a brief explanation of the research methodology applied in this study, its delineation and the significance and contribution expected upon completion.

The next chapter will contextualise the current status of talent management and succession planning in various organisations and portrayed as various practices and processes depicted in realities from around the world. The literature will expound on the global, African and South African interpretation and practices of this topic and provide insight into the reality of this dimension in the world of work.

CHAPTER TWO

SUCCESSION PLANNING FOR FOSTERING INSTITUTIONAL KNOWLEDGE

2.1 Introduction

The everyday usage of the principles and processes that govern succession planning, has over the years assisted organisations in identifying a strategy to manage the loss of knowledge, expertise, skills and experience. In the past, the reality was that many large corporations were the only ones investing in succession planning because they had to ensure a constant talent pipeline that could replace those who exit the organisation. For these corporations, the emphasis was mainly on leadership positions as they offer strategic direction for the organisation, while the technical and professional levels were neglected as it was viewed that these skills are in abundance in the open job market. The application of succession planning in today's world of work, however, is a requirement for those key critical and scarce skills, including leadership roles. Chancellor (2013:1) argues that the emphasis should not only be on having the right person in place to fill a position vacated when someone leaves, but rather on having the right person ready and in place to ensure the continued success of the role. This should be irrespective of their occupational level.

The above scenario is also not new to local government. McKenzie (2010:12) argues that the history of South Africa as a young democracy confirms a local government succession planning landscape that is highlighted as one built on favouritism and political interference that has resulted in municipalities being unable to provide the required basic services. This is mainly due to a lack of timely technical, professional and managerial expertise, needed to support the required service delivery levels promised to all people as a right, so clearly encapsulated in our country's constitution. McKenzie concludes by saying that there should be a fair and just process in the development and capacity building of staff with the right skills and competence that are needed to manage service delivery and ensure well run municipalities, in support of good governance and equal opportunities for all.

To further elaborate on the above, this chapter will review the existing literature that defines succession planning, the application of succession planning in the work environment, and the reality of succession planning challenges in local government. The chapter will further explain the context of private and public sector best practice, and the challenges faced by business and government alike in the international arena. The reality of talent and succession management on the African continent, and especially in South Africa, will be

discussed, focusing on the public sector in order to best understand the application of talent and succession management in the metropolitan municipality. Where comparisons are required or best practice models are available, private sector examples were incorporated.

2.2 Definition of succession planning

The evidence in Clutterbuck (2005), Ibarra (2005), Whitmore (2006), Scott (2007) and Azevedo (2013) supports a reality in which properly applied succession planning should be about building human capital in general and which must be considered as a strategic objective managed at the highest level of the organisation. A specific view lies with Whitmore who argues that organisations have to adapt to the notion that the context within which succession planning occurs, has changed over the past decades. The Aberdeen Group Succession Planning Benchmark Report (2006:i) confirms that the traditional paper-based succession planning is long gone and has been replaced by an upgrade to a systems based succession plan and tracking mechanism. This includes a redefinition of the initiatives in support of succession to benefit both the staff member and the organisation.

The 20 years of experience of the researcher as a talent management professional has offered some insight into the reality of succession planning as practised over the past two decades. The researcher pronounces that the application of succession practices requires a more comprehensive approach that involves the creation of talent pipelines, the flexible management of careers, the identification and development of future leadership skills and competencies, the management and development of high-performers, and the identification, planning and retention of critical and scarce skills throughout an organisation. The researcher surmises and gauges from experience as a talent management professional, that key to the success of succession planning and management is the context within which it needs to be implemented and such context lies in organisational best practice, relevant policies and systems and then most importantly, receptive and committed stakeholders.

The essence of succession planning is captured by Meyer et al. (2007:412) with regard to people skills development and retention in the workplace. Meyer confirms that succession planning focuses on the selection, development and promotion of future leaders of the organisation to secure the availability and continuity of managers with high talent that are needed to meet business challenges in the future. Meyer also explains that succession planning will include defining succession requirements, ensuring an inventory of talent, assessing capabilities and development requirements, planning for succession and implementing and monitoring succession plans.

The argument that Meyer raises includes the concept of succession planning and succession management as being interchangeable. He also holds that the key to the success of succession management as an overarching process lies in the process of planning when identifying successors to key positions, also known as succession planning. The application of succession planning on the other hand has various meanings. Many researchers and practitioners alike would subscribe to the fact that succession planning is needed to ensure continuity in leadership roles whilst others have seen the value of succession planning in all areas where positions are critical to sustain organisational competitiveness. Herewith a few examples:

- Clutterbuck (2005: 11-13) confirms that the succession planning process must recognise that critical jobs cannot be left vacant for any period of time and that succession planning is critical to the success of the business and must be used as a process for recognition, development, and retention of top talent such as high performers and high potentials.
- Ross (2002) in Scott (2007:14) confirms that there are six key components of a succession plan: to include replacement charts to show potential successors; critical position profiles to list tasks and skills requirements for every essential position; high-potential profiles that contains employees' education, work experience, work performance, and professional goals; employees' performance appraisal to show current performance; assessment of employees' potential for promotion; and individual development plans to capture areas of strength and development areas. Ross explains that the components of a succession plan are linked and that one must follow the process and include all six for it to be effective.
- Butler and Roche-Tarry (2002: 201) explain that succession planning focuses on three main objectives. First, the needs of the organisation are to be addressed as senior management ages. The second is that succession planning must help an organisation to prepare for an unexpected event such as sudden loss of skills or institutional knowledge due to voluntary or involuntary exit from the organisation. Third, succession planning ensures that an organisation has the right staff needed to function at peak efficiency. Organisations are often guilty in neglecting these objectives, resulting in the above scenarios not being implemented correctly.
- Boninelli and Meyer (2011:353) provide further clarity around the stages of the succession process by describing it as a five-stage process which involves: key position and successor identification and evaluation, development of person versus position profiles for the successors, completing mid-year reviews with the successors,

updating the development goals and action plans of the successors and reporting on succession plan progress. Their explanation goes further by highlighting the importance of selecting key positions, where key positions are those positions that are required to meet future business needs and which exert critical influence on organisational activities, operationally and/or strategically, and without which the operations of the business can be severely impacted.

The reality of these definitions lies in the premise that succession planning is owned by leadership. But herein lies the challenge. A critical requirement in the modern work environment is competent and stable leadership. The nature of competition in various international organisations offers key challenges to sustainability in business endeavours and practices. Globally, organisations must evolve and aspire towards the status of a learning organisation that invests in the development of staff and aspires towards best practice. To sustain this, the need for succession directed leadership development is crucial. The Price Waterhouse Coopers Report on Executive Succession (2015:4), confirms that organisations must ensure that management succession and leadership development are linked, they must ensure that the roles and responsibilities for the process are clearly defined and that succession planning is not just a paper exercise with colour coded notes, but rather a process of true engagement harnessing the true potential and performance capability of those identified for future business success.

The reality of succession planning however must be understood at its core, including the practices that makes it a successful process to enable retention of institutional knowledge and build capacity. The supporting literature confirms that the application of succession planning can only be successful if applied as a component of an integrated talent management process, but before this is explored, it is important to differentiate between replacement planning, succession management and succession planning, since these are used interchangeably by most organisations, yet they are different in application.

According to Rothwell (2007:2), replacement planning refers to a process in which individuals are identified within an organisation, mostly in the same department, and who are deemed suitable and equipped to be a backup for current employees. Rothwell confirms that replacement planning is a good place to start if you are introducing succession planning or talent management to an organisation for the first time. According to Rothwell (2007:2), there are two kinds of replacement planning:

- Short-term replacement planning addresses the problem of how to keep the work flowing – and the right decisions being made – even when key people are off sick or on vacation.

- Long-term replacement planning addresses what to do when one or many key people are catastrophically lost due to death, retirement, surprise resignation, or long-term disability.

In the municipality which is at the focus of this case study, the replacement planning process is commonly applied as HR planning in which staff that are available are selected to temporarily act in vacant posts, step in if someone is off sick or on long leave or are transferred to perform another role that is critical to service delivery. The process is applied as a flexible staffing solution and a talent pool is normally identified and invested in. The researcher observed from the municipality's HR Planning Toolkit document that management would know who these individuals are and utilise them mainly in the short-term replacement planning scenario as described by Rothwell in the section above. In terms of long-term replacement planning, the evidence shows that very little effort is made to secure replacements in the event of unforeseen exit of staff.

Rothwell (2007:2) goes on to define succession planning as confirming the need to identify critical positions, including the level of a project manager or a supervisor and extending it up to senior management in the organisation. Through this process, succession planning will focus on identifying key positions across the organisation, and talent pools are identified at each level, to ensure as many successors as possible are considered for the future. Rothwell (2010:54) also confirms that leaders will need to shift from single-minded attention to strategic level and to also include tactical level succession planning. The researcher can, however, confirm that through experience as a talent management practitioner, it is important to advise line management that not all positions in an organisation are deemed key positions and not all staff members are automatically part of a succession planning process. This is where replacement planning is important in order to deal with those eventualities of involuntary staff turnover, absenteeism and optimum utilisation of staff resources in support of service delivery. From Rothwell's research, it is understood that talent pools are an opportunity to implement a pro-active process for management of succession in the longer term, whilst any reactive process to management succession will require "acceleration pools". According to Rothwell (2007:4), acceleration pools are groups of employees that are being developed for higher level responsibilities at a pace that is faster than normal to ensure the expeditious filling of key positions. This in itself poses a danger with successors not always ready for the higher responsibility and tasks.

Silzer and Dowell (2010:422-423) explain that replacement planning includes the listing of the names of staff ready to replace specific individuals should they vacate their position. They refer to succession planning as the process of identifying possible internal

replacements, the discussion of their readiness for the position (hence a process of engagement), and identifying any areas of development to be captured in an action plan needed to prepare them for the key position. The application of both replacement planning and succession planning ensure effective management of succession scenarios in the organisation. This then raises the question as to what is meant by succession management. Rothwell (2007:6) offers the explanation that succession management focuses on the supervisor's role of grooming employees for higher level responsibility. Managers need to build the capacity of employees through engaging them frequently and offering coaching, mentoring and feedback on progress made. This is then extended to plans of action that are managed and monitored and reported on monthly / quarterly to support the development of key staff. This is important since achieving the outcomes of the succession plan is dependent on the management of the staff, the development of those identified as the possible successors and monitoring the success of the process.

The difference between the concepts of succession planning, replacement planning and succession management, discussed in the above paragraphs, offers some understanding of the reality within which succession planning processes are applied. To understand the application of succession planning in organisations of the 21st century, the next section will explore such application and will delineate the context.

2.3 Succession planning process and application

The key challenge with succession planning and the effective implementation thereof, is the reality that the process for succession planning, as a component of an integrated talent management framework, must be completed through a sequence of events that support the identification, development and retention of key talent to be available as successors to leadership and to key people in critical positions that exit the organisation in the future.

The process is best understood through the following steps to ensure succession planning is implemented effectively. Ibarra (2005) confirms eight key steps:

1. Assessment of future needs through strategic workforce planning and longer-term succession planning. This includes development of needs for the employees who are responsible for delivering key services in key roles in the organisation.
2. The identification of critical positions and high potential employees. This involves the critical positions needed for the organisation to achieve work results as well as high potential employees with the capability to advance to a critical position, a higher level of responsibility or a higher level of technical proficiency. Senior management will complete this identification step at department level and the executives will do so for the whole organisation.

3. The identification of the competencies required for the current and future roles and then to integrate these competencies in the performance management system, and through training, development and compensation management.
4. The completion of a gap analysis of the existence or extent of a gap of competencies for each position. This entails understanding the essence of the competence gap between potential successors and the key succession position requirements.
5. The selection of training and development activities including formal training and development strategies such as on the job coaching, rotation of assignments, etc. in order to close the competency gaps identified for each potential successor.
6. The management of the organisation must be trained to participate in succession planning. This includes identification of replacements, potential assessments, identification of key positions, clarification of present and future work activities and requirements for skills, complete current performance assessments and establish future potential and establish individual development plans through engagement with high-potentials.
7. The implementation of development strategies and tactics by communicating the succession plan to all employees.
8. The monitoring and evaluation of succession plans in order to revise the plans when required and communicate the schedules and interim results.

(Ibarra, 2005:20-22)

The application of the succession process remains highly dependent on how adaptive staff will be to the succession scenarios. Clutterbuck (2012:66) reminds us that most employees will seek roles that offer a balance between new learning and applied learning in order to create meaning of the experience. He explains that most talent will thrive in an atmosphere of psychological safety, however if someone's strongest career connections are external to the organisation, it will be harder to retain them. Continuous engagement is therefore key in securing the right talent, for the right job and for the right time period (Clutterbuck, 2012:66).

In order to make sense of where succession planning resides in human resources practice, an explanation is required to understand the application of succession planning within the context of an integrated system that requires what, in today's work environment, is known as talent management. Carnegie (2008:1) defines talent management as "a term in search of a meaning". He confirms that it can be deemed as an integrated process focusing on the attraction, development and retention of the best people in the organisation. In essence, it must allow integration of all components of an organisation's human resources system in which talent is sourced, developed, performance managed and retained.

In Nel et al. (2011:566), Kock and Burke (2008) indicate that talent management is a practice complementary to strategic HRM including processes to attract, engage and retain key and leadership talent. In support of the talent management process, Ulrich (2007) in Nel et al. (2011:567) confirms that the real talent management components are found in individual competence, commitment and contribution, all key elements of successful successor criteria in support of succession pools.

This view is further supported by Elegbe (2012:4) who confirms that talent can be defined in different ways and generally refers to mental power, an aptitude, ability, a natural capacity or special gift. What is common is that talent is not acquired but inborn, and a person either has it or does not. The fact remains that having this talent does not make one great, it is about how it is developed and utilised. Elegbe (2012: 6-7) also reminds us that talent management is not merely a process applied to human resources (people) or business processes and systems. It is in fact about the management of the abilities, competencies, skills, needs, concerns, careers, fears and expectations of people that the organisation will need and shall value to ensure they remain highly effective. Herein lies the challenge in managing people as talent in an organisation. These hidden variables must be considered to ensure staff buy-in with regard to the management of change and driving organisational culture that underpins talent management practices.

To ensure that succession planning is effectively planned for and managed, the talent management building blocks (Figure 2.1) need to be in place in support of ensuring continuity in key positions to be identified for investment of the succession planning process. The key components of the building blocks confirm a reality so evident in most businesses today and explore the relationship and link between attract, select, develop, appraise, reward and retain. The researcher believes that the success of the talent management process lies in effectively defining and understanding the application of the individual blocks and then to understand how the building blocks need to be utilised in an interconnected way.

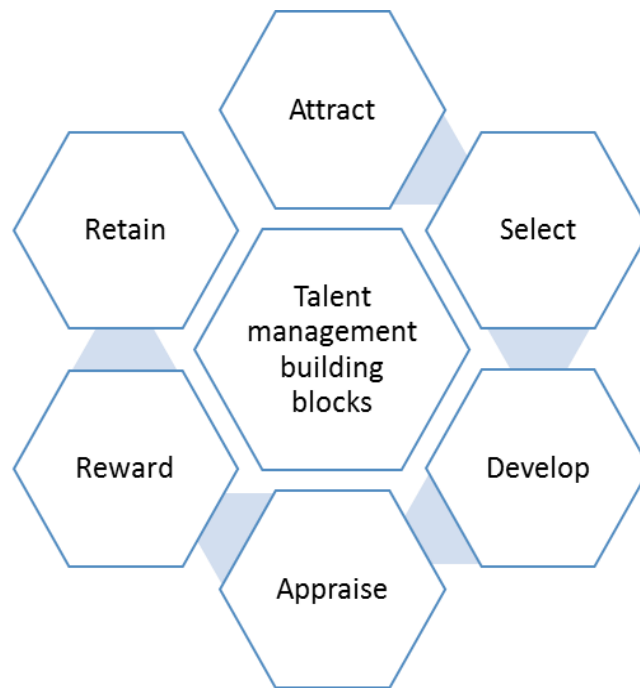


Figure 2.1: Talent Management Building Blocks (adapted from Carnegie 2008:1)

Herein lies the challenge with the above model since it does not offer clarity as to the link between the blocks. For any organisation to show that it can implement a talent management programme that integrates the key components, a clear process flow or roadmap is needed. Figure 2.2 provides clarity around a roadmap for talent management

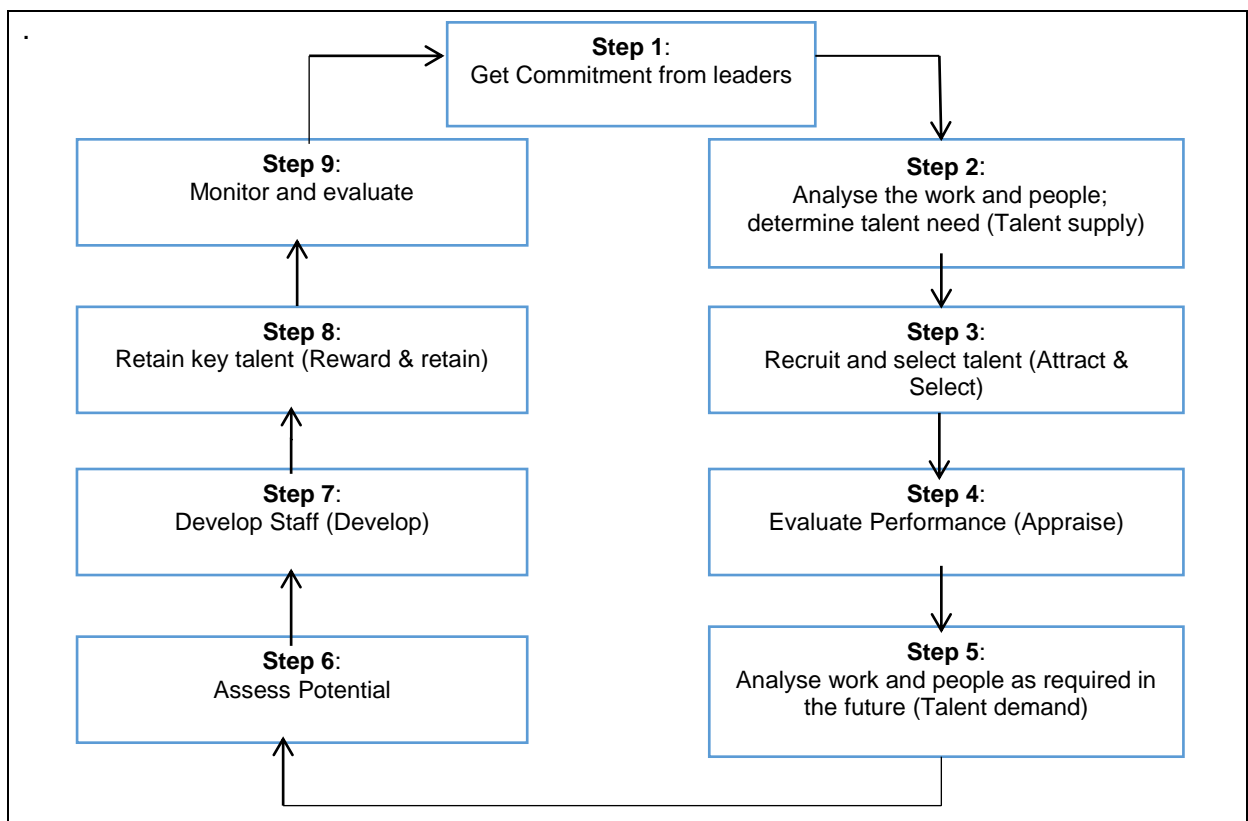


Figure 2.2: A Roadmap to Effective Talent Management (adapted from Rothwell, 2008:2)

The talent management programme as depicted in this roadmap, confirms various steps that can be followed and they are interlinked. In the section to follow, Rothwell (2008:3–10) offers some details with regards to the above roadmap:

In step 1, commitment is needed from the Chief Executive Officer (CEO) and the senior management team in order to ensure that the programme, including succession planning, is supported and can be communicated within the organisation. The researcher deduces that in the municipal context, such responsibility would lie with the municipal or city manager and the executive management team. The line manager in the municipality is required to take ownership for the implementation of the succession planning process. The metropolitan municipality, at the focus of this research study, implemented a Succession Planning Guideline in 2015 which confirms the process to be followed, but the roles and responsibilities are not as clearly defined (Metropolitan Municipality Succession Planning Guideline, 2015:4 – 8).

In step 2 it is confirmed that the success of the talent management programme further depends on the “clarification of what work people do know, what kind of people are successful at doing that work and what talent then means in the organisation” (Rothwell, 2008:4). The researcher deduces that in the context of the metropolitan municipality, staff must understand the content of their job description and how to develop the competencies needed to be successful in the role they occupy. This requires line departments to undergo an organisational development analysis at the onset of the talent management process that will include a review and understanding of the content of the job descriptions. There should also be investment in a career development discussion that confirms the current status of each staff member in terms of knowledge, skills, experience, competencies and qualifications as applied in their current role as well confirmation of staff demographics and employment trends. This information supports talent supply analysis to assist with workforce planning.

Rothwell (2008:4) further explains that once it is understood what talent means for the organisation, the source of the talent needs to be decided on and should be based on the reality of the positions in question. This implies, as per step 3, the determination of talent attraction strategies internal to the organisation or searching for and sourcing talent from outside. The researcher deduces that in the metropolitan municipality’s talent management approach, line management must ensure this process is adhered to via a full staffing strategy approach linked to succession planning and employment equity planning, before the decision is taken around the attraction strategy to recruit and select talent, either internal or external.

The new talent is then integrated into the organisation and further managed through a process of performance management (step 4) in which an employee's work performance is planned, managed and appraised. The result of this process is relevant to ensure the right staff members are promoted once their capabilities are understood. The researcher observes that in the metropolitan municipality, efforts are made to ensure that the staff member is not only integrated into the organisation, but that his / her competencies are managed in accordance with a personal development plan in support of effective performance management. It is further observed that the individual performance management process is also invested in on an annual basis in order to assess past performance and plan for future performance objectives. Based on the researcher's experience as a talent management practitioner, the process of linking personal development, competencies and performance, is crucial for successful talent and succession planning.

The next step (step 5) requires an analysis of the work (priority skills) and the people needed for the future. This requires an alignment of key competencies of staff with the organisation's strategic objectives. It needs to secure the right people needed for promotion to future leadership roles within the organisation. The researcher noted from relevant HR planning documentation obtained from the metropolitan municipality that staff complete this exercise at the onset of a given financial year and review the process of HR Planning and staffing strategy on a monthly basis; they also update and revise the overall strategy annually following performance management assessments.

The promotability of staff, however, is not only based on past performance or competency alignment. The competencies needed for a higher-level position is on a different level than that of the staff member in their current role. It is therefore important to assess people's potential (step 6) as an indicator of ability to operate at the higher level. Rothwell (2008:7) confirms that performance information and potential assessments assist the organisation in determining readiness of successors to future roles. The researcher observed that the metropolitan municipality do not formally assess the potential of staff. As per their succession planning guideline document, they do adhere to an evidence based evaluation of potential in the match-up between staff eligible for targeted key positions in the succession planning process. The researcher also observes that this process remains subjective as it is an evaluation done by a line manager on the staff member's potential and could be problematic in defending outcomes if there was no engagement between the line manager and the employee concerned.

As per step 7 of Rothwell's roadmap, the process will require confirmation of any development gaps that need to be filled. These gaps originate from performance or the

requirement for competency development captured in a personal development plan. This includes the opportunity to attend key training events in support of closing the competence gaps. Brown (2007:19) confirms that career development tactics can include formal training, career planning, individual development planning, mentoring, coaching, developmental assignments and 360-degree feedback. Rothwell concludes that “once talented people are recruited, selected and developed, they must also be the focus of retention efforts” (Rothwell, 2008:9). The metropolitan municipality’s talent management programme includes the management of personal development plans to address development gaps originating not only from performance management discussions, but also from career planning in order to identify key competencies.

The retention mechanisms in step 8 of the roadmap must be available to the organisation and must be activated in response to the reality of each of the talented staff occupying key positions. Rothwell confirms that these must include intrinsic and extrinsic motivational factors such as recognition, sense of achievement, monetary reward, investment in development, job enrichment, etc. The metropolitan municipality, in terms of their integrated talent management framework, offer integration between reward and recognition, total EVP evaluation including exit interviews and a reward strategy that supports staff retention.

The cycle is concluded through continuous evaluation of the program and the successes achieved (step 9). The organisation needs to ensure that such a roadmap is followed and the information gathered is used effectively in support of succession planning processes. Each step in the roadmap offers information on the progress made by possible successors to meet the requirements of key positions identified, as well as the timeframes needed to plan for the filling of these posts, whether vacant or currently occupied. The municipality implemented its talent management programme with the same intent. It is to be determined if they spent time in monitoring and evaluating the full extent of its application.

The contemplation of the roadmap offers the researcher a perspective of the key shortcomings in the municipality’s talent management programme. The key observation is that although all steps in this roadmap are also invested in by the municipality, the key area to be investigated is if there is integration between the component parts as well as the level of investment in execution of each component.

The element that is also observed in Rothwell’s roadmap is the importance of performance and potential reviews. The municipality currently do not invest in formal objective potential assessments. The Career and Succession Planning Blueprint document produced for the municipality in 2009 tested potential assessments overlaid with performance results as a

component of the municipality's HR information system talent management module. This potential assessment was based on a competence assessment and consideration of eligibility in terms of previous performance and basket of knowledge. It was, however, reported in the municipality's Human Resources Annual Report (2010:18) that it was not invested in due to a lack of maturity of the talent management approach in the municipality. The researcher, however, is of the opinion that this approach is important for a successful, unbiased and fair evaluation of staff potential, the identification of high performers and those with high potential and their development for future roles; a key requirement for succession planning. In support of this, Salopek (2012:56) confirms that it is important to identify, select and even train high potential employees for leadership positions. Salopek (2012:56-57) explains that the key requirement for succession planning will be to have access to reports or information on incumbents in leadership roles, staff eligible for retirement and potential successors. The potential successor cannot only be assessed on performance but also on the potential to be a good leader found in key competencies invested in through leadership development programmes and learning engagements.

Silzer and Dowell (2010:419) also emphasised that it is imperative that the performance-potential assessment must be performed in order to select key talent required for the successor pools. This assessment is completed annually during performance reviews between a manager and his or her employee and is updated in support of the status of the staff member within the succession pool. Silzer and Dowell (2010:419) further offer an example of the performance-potential matrix and likely actions (summarised in Figure 2.3).

Potential to work at the next level

—————→

		Lowest	Middle	Highest
Performance over time	Highest	Reward and retain		Challenging career opportunities and reward to retain (HiPo / HiPer)
	Middle		Monitor performance and potential	
	Lowest	Remedial development or move person or remove from organisation		Accelerate development and monitor performance

Figure 2.3: Performance-potential matrix and likely actions (adapted from Silzer & Dowell, 2010:419)

In lieu of the above matrix exercise, those staff members that continue to receive performance scores of 80% plus over time and rated as high in performance and who are perceived by management and through assessments to have high potential, can be identified as those that are ready for the next level in their career path. They are known as HiPo (High potential) or HiPer (High Performing) staff. Seroke (2011:348-349) explains that in organisations such as ArcelorMittal, early identification of leadership potential takes place in order to ensure that the right people are in the right places to achieve business strategy. Seroke explains that this is achieved through the development of high rising leaders and high potential individuals, focusing on understanding these individuals in terms of their aspirations, engagement level and ability.

Morris-Lee (2001) in Scott (2007:14) confirms that effective succession planning engages current or future leaders to stay and develop their leadership skills and foresight of the organisation. Three essential components of a practical succession plan must therefore be invested in: 1) to assess competency and potential based on an employee's current job performance; 2) to measure preferences and how someone thinks in terms of their individual development plan; and 3) the execution of the development plan. The key to successful implementation of this approach is engagement between the staff members and their line manager. The application of succession planning alignment with HR strategy and talent management is further illustrated in Silzer and Dowell's Talent Stewardship Model (Figure 2.4; Silzer & Dowell, 2010:96). This generic model can be used and adapted through processes of customisation in order to meet the needs of any organisation.

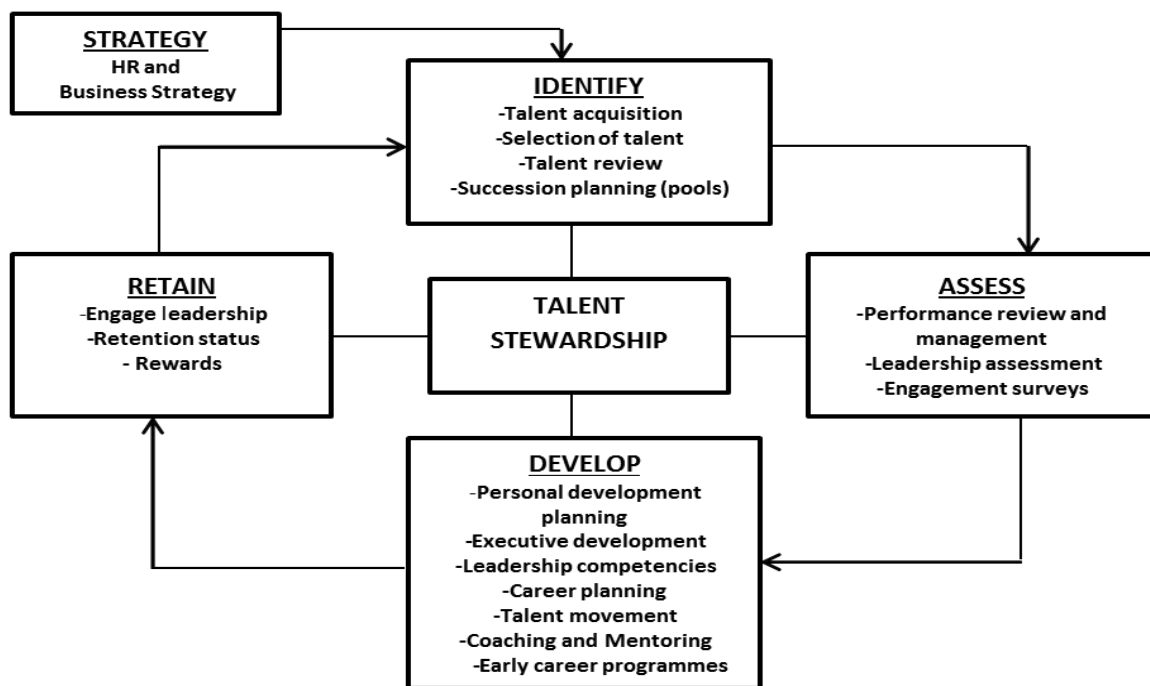


Figure 2.4: Talent Stewardship Model (adapted from Silzer & Dowell, 2010:96)

It is evident from the stewardship model (Figure 2.4) that the situation can be quite difficult if succession planning is dealt with as a process on its own and not aligned to other workplace processes such as talent attraction, performance management, career development and retention that are needed to support its effective application. The integration of these workplace processes offers the challenge of managing the components within a framework of talent initiatives. It is the experience of the researcher that an organisation must retain a competitive edge in its talent management practices and approach and that the challenge lies not only in attracting talent, but in living up to the employee value proposition and employer brand as communicated and marketed to talent within the organisation and talent pools in the open market.

Organisations, therefore, need to become what Cheese et al (2008:9) refer to as talent-powered organisations that must be able to sustain and build the required skills they need to compete in the relevant industry. By implication, Cheese et al argue, a talent-powered organisation will ensure that sustained processes and systems are in place to support the grooming and nurturing of their own talent for future roles at different levels. Cheese et al. (2008:51) confirm that it begins with defining talent needs linked to the business strategy, integrating processes to discover talent and to develop and deploy the talent when most appropriate. This is supported by Valentine (2007: 27) who confirms that succession planning must be seen as an integral part of the strategic management team's responsibilities, that no expectations must be raised with staff and that it must be implemented as a component of organisational performance development.

The talent management roadmap and talent stewardship model serve as good examples to confirm best practice application of talent management as a process in any business. The more recent research concluded by DeTuncq and Schmidt (2013: 2-3) explores some key components that need to be evident as elements in any basic talent management programme. The emphasis is on an integrated talent management framework (Figure 2.5) that must include the following functions:

1. Workforce planning – this refers to the process of forecasting the talent needs of the business and creating plans that will ensure high performance;
2. Talent acquisition – this involves attracting and selecting the talent that the business needs in order to accomplish its goals;
3. Performance management – this includes how the business and individuals set goals, and how they manage and measure the performance required to achieve individual and business success;

4. Learning and development – this involves the supply of training and professional development opportunities required by individuals to successfully do their jobs;
5. Succession management – this involves identifying high-potential employees, developing them and transitioning them into key roles to ensure business success; and
6. Engagement and retention – this focuses on the talent management activities that influence employee engagement and retention, such as employee surveys and related action planning. It also includes reward and recognition, diversity initiatives, and resource groups.

(DeTuncq & Schmidt, 2013:2-3)

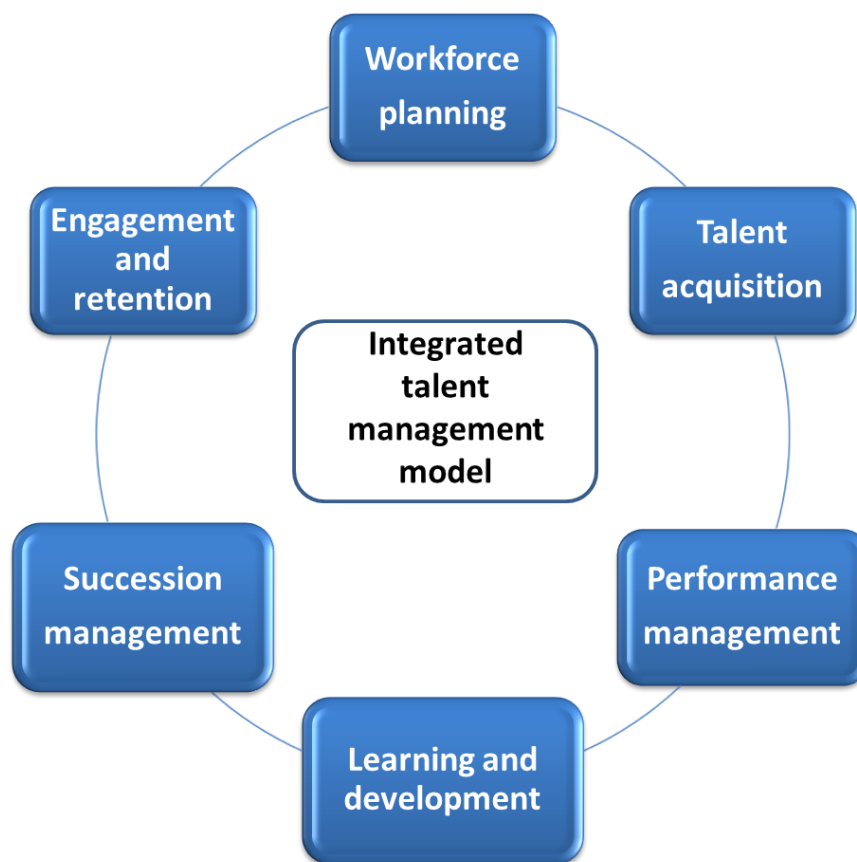


Figure: 2.5: Integrated Talent Management Framework (adapted from DeTuncq & Schmidt, 2013:3)

The above reality of integrated talent management as depicted by DeTuncq and Schmidt, also confirms the elementary components of the metropolitan municipality’s talent management framework. The municipality ensured at the time of implementation and institutionalisation of its first and original framework, that the component parts are further explored and clarified, similar to the framework descriptors above. The discussion of the detail around the municipality’s talent management framework will be explored later in this chapter.

The successful and very effective application of any of the theoretical models, roadmaps and frameworks depicted in this section is highly dependent on how the custodians thereof would manage and integrate this function within the organisation. The reality is that succession planning challenges within the work environment can only be effectively identified, analysed, planned for, and managed if the integrated talent management reality is experienced and embraced by all the stakeholders and Devolved HR Managers that implement it. The Devolved HR Managers provide assistance to line managers in identifying critical long term HR matters including succession planning, identification of talent gaps and strategies to address these, addressing strategic staffing matters and staff plans and talent retention (Bechet, 2008:218-219).

The issue is whether the true challenges in managing succession will be dealt with to ensure success. Albeit that these challenges may be evident within the global workplace, local businesses in both the private and public sector will be dealing with the same realities. In the global environment, a number of challenges offer one insight not only into how the world of work has evolved in the past decade, but also what has contributed to the reality of succession planning and with that, effective investment in talent attraction and retention. The following section will explore these challenges.

2.4 The global talent management challenge

The global challenges of talent are not new to the world of work. The late 1990's offered the unique opportunity to understand what the new millennium would bring with advances in technology, processes and systems. McKinsey's very first rendition of the "War for Talent" in 1997 and then later in 2001, confirmed many of the talent management challenges, both historical and future looking. The reports highlighted that the principal corporate resource over the next 20 years would be people as talent and how they are procured and managed. However, the challenge was, that due to demographic changes, access to talent would become increasingly difficult, a skills-shortage crisis would become more pertinent and the global war for talent would continue. McKinsey (2001: 4-6) confirms that companies leading the way in addressing people management, adopted key talent management imperatives in ensuring success in talent acquisition, integration, development and retention. These imperatives include instilling a talent mindset across the organisation, creating an employee value proposition that attracts scarce talent and retains them, recruiting great talent continuously, growing great leaders and differentiating in talent investment by confirming and rewarding high performers and managing poor performance effectively.

The researcher deduced from the latest McKinsey report in 2014 that the “War for Talent,” albeit still evident, is no longer limited to global competition in markets, but can be found internal to organisations and is evident in local economies. Similar industries, and even more so, similar businesses, are competing at macro-economic level, whilst within a single business, functional departments (geographically and structurally) are competing for the same talent. As talent become more marketable and are noticed, they are attracted to the reality of more responsibility, a higher salary, and more opportunities for growth.

The 2001 revelation of the “War for Talent” resulted in various research papers and findings on how this challenge evolved. Cheney and Nienaber (2009:443) highlight that it is important to manage the progression of key talent within the organisation so as to sustain institutional knowledge but also retain key critical talent. Conger and Fulmer (2003) in Cheney and Nienaber (2009:43) confirm that the potential outcome of a successfully implemented succession planning programme is about a sustainable talent pipeline capable of sustaining the future performance of the organisation and then creating and managing succession in the context of the human resources and business strategy. A number of key challenges that Ludike (2011: 118-119) offers includes workforce demographics that are changing globally, globalisation, a variety of business strategies (no longer a singular focus), business transformation and the management of employee expectations.

All of the above factors make it difficult for organisations to attract, engage and retain talent and if they do not invest in a proper, well defined talent management strategy, it could lead to the demise of the business. As per Ludike (2011:119), it is evident that top internal performers in talent pools have multiple employment opportunities at any point in time and no longer have lifetime employment at any one organisation. The researcher also deduces from various sources that an effective talent management programme and fair and unbiased succession and development processes can support the focused retention of key staff in local government, but since these have not been invested in by so many municipalities, the retention of the required skills will always remain a problem.

At macro organisational level, the impact of the talent war on business will have a major impact on how national and international organisations position themselves in a highly competitive talent market. This will be explored in the next section.

2.4.1 Macro organisational level

In Forman (2005:2) it is confirmed that the biggest contributor to talent management will remain the global marketplace. This marketplace keeps on evolving due to fast change and current beliefs, structures and the way of work being challenged. This impacts the availability

of talent and even though billions will enter the world economy, Forman (2005:4-5) maintains that a well-established and clearly defined talent philosophy, strategy and function will assist in controlling talent movement across continents, provinces and businesses.

The key question raised at macro organisational level remains the specific global talent challenges that affect talent availability and succession planning in any country and thereby any organisation. These challenges are captured based on the understanding of the importance of talent management as raised by Cannon and McGee (2011:xv-xvii). They are:

1. There is a growth in specialisation associated with the explosion of knowledge. The challenge here will be the investment in finding, developing, and retaining skills needed as the pool of experts to draw from has become smaller. In contrast, the demand for managers will further increase, especially for those who are broadly skilled with key competencies. The key to success will be the effective implementation of a talent management strategy and approach geared at talent attraction, development and retention.
2. Organisations will have limited flexibility to train from scratch, which implies that the labour market search, will be for experienced talent. The organisation will seek out the best person as soon as possible in order to ensure that the newly found talent can commence their duties immediately. The researcher understands this to be conducive to replacement planning as highlighted by Rothwell (2007:2) since any reactive process where positions that have become vacant suddenly due to unforeseen and unplanned circumstances, need to be filled as soon as possible to ensure continuity in the position. In essence successors to key positions are not always going to be known to line departments and they would explore the attraction of talent from elsewhere in the organisation or externally.
3. The pressure of achieving the correct mix of skills in the organisation will arise from the diversity and affirmative action agenda. Businesses are required to meet diversity and equity targets and this influences the ethnic profile of talent to be developed internally or talent to be sought in the market. Diversity also implies the accelerated development of women who are eligible for key positions. This can be complicated further if suitably qualified or experienced women are not available in the labour market or internally. Concerted development and training efforts of women in the internal business environment will be needed to address this as well as ethnic talent to be targeted for affirmative action purposes.

The municipality is also bound by labour legislation such as the amendments to Employment Equity legislation (South Africa, 2013) that, according to Visagie (2014:18), requires an employment equity plan be set in terms of Section 20 of the Act to meet the demographic representation of the province or the country in the organisation's workforce. As such, actions must be taken to empower women and other staff of the designated group, including the disabled, as a priority. The effective management of these targets and the overall employment equity strategy needs a lot of attention to show the seriousness of the employer in meeting its diversity and affirmative action objectives. By implication, the effective implementation of an integrated talent management strategy should have addressed this.

4. There is a general shortage of the right skills needed for key positions at technical and professional level. The competition will become even greater as the pool available for hire rapidly evaporates. Should the replacement strategy leading up to succession need to deviate from internal sourcing to external talent acquisition, then the competition for the right talent with the right skills and competencies at the right time will be fierce. In capturing key talent trends, Boshard and Louw (2011:45) alert that there will be a shortage in specialist skills such as science, technology, engineering, mathematics, and project management, and the challenge will be to try and retain or capture the knowledge and experience of individuals effectively before they retire.
5. It will become more difficult to recruit talent with the increase in time to fill vacancies and to ensure the quality coming through. In the South African context, the researcher encountered evidence of country-wide talent shortages due to, in part, education and vocational training strategies that have failed to deliver on what the changing economy requires (African Human Capital and Labour Report, 2014:118-120). Another reality is the loss of skills to the global market. The issue of failed educational strategies in itself makes it difficult for effective workforce planning and will impact the processes for entry level graduate recruitment in support of capacity building for talent pipelines in key occupational levels and career streams.
6. The change in the psychological contract. Historically this contract was based on a mutual understanding of job security, confirmed in return for high commitment and loyalty. Today it has been replaced by one based increasingly, for the employer, on high job demands for as long as required in return for higher pay. For the employee, the deal is based on commitment as long as it suits them in return for a job that fits the current individual needs. Talented people need the organisation less than the

organisation needs talented people. In essence, a great succession plan and strategy will only work if those identified as part of the talent pool are looked after. The effective implementation of an employee value proposition for the organisation, together with effective retention mechanisms, will ensure retention of key talent to rely on the seamless continuity needed in the key positions targeted for succession.

Over and above Cannon and McGee's challenges, the biggest trend affecting employers today is the issue around the "the aging workforce." Cheese et al. (2008:8) highlight that "fewer young people and more older people are still available in the workforce with the older group heading rapidly for retirement". Cheese et al (2008:16) also confirm that in North America, Western Europe, Japan and Australia, the age of retirement is being ushered in by the baby boomer generation. This reality now extends across the globe to developed and developing countries, including Africa. Cheese et al (2008:16) state that while the populations of many developed economies are aging and shrinking in size, the populations of developing and emerging economies are expanding and getting younger. Basically, there is no emergent group of potential employees (aged 40 – 55) that will be available or are willing to make themselves available to replace the baby boom older worker that will be retiring within the next five to ten years.

The researcher believes that to counter this, organisations have to consider bringing back retirees into the workforce or to offer them lucrative post retirement contract options to act as mentors to those who remain behind to perform the work in key critical positions. Grobler et al. (2014:385) confirm that companies are employing older workers because of their maturity and experience and they are a preferred staffing option as they work part-time and are flexible. The requirement, however, is that line departments must ensure more effective talent management and succession planning practices to manage knowledge transfer before older workers retire so as to ensure the skills of younger staff are invested in. This is an investment at micro organisational level.

2.4.2 Micro organisational level

At the micro-organisational level, organisations face some key challenges in effective succession planning implementation. The one key requirement will not only be to secure a succession plan and talent pools, but also to ensure that the process is managed properly. The Canadian Human Resources Council (CHRC) shares some of the internal challenges that organisations have to deal with and these can easily be projected to organisations globally.

The key CHRC challenges within organisations include:

- Lack of financial resources - employees may leave for better salaries and benefits offered in other workplaces and budget allocations that are pre-determined are not available to make better offers so that employees stay;
- In some cases, senior leaders are staying on in their positions, despite the fact that the skills needed for the job may have changed or that they are no longer making a meaningful and productive contribution to the organisation;
- Indiscriminate inclusion of employees in the succession plan, including those who are disinterested, unmotivated or lack capacity to advance;
- Inadequate training and development that is not aligned to individual development plans, resulting in an employee who is not prepared for a promotion;
- A plan that does not promote people in a timely fashion, resulting in potential successors who leave the organisation to seek new opportunities;
- Poor communication / engagement resulting in confusion and turmoil within the organisation as staff speculate about what the succession plan really is; and
- An organisation cannot guarantee that potential candidates will be promoted; a lot depends on timing and the needs of the organisation.

(Canadian Human Resources Council, 2015)

To address these global and local challenges, Schuler, Jackson and Tarique (2012:15) emphasise that organisations must have key HR policies and practices in place to cater for HR planning and forecasting, including attraction and selection, retention, training and development, performance management, and compensation. It is key that these policies and practices are implemented as part of an integrated talent management strategy and framework for the effective management of the talent within the organisation. Schuler et al. (2012: 27 – 31) confirm that as far as responsibility is concerned for such a process, HR must ensure that these policies are formulated in conjunction with the line managers, but the HR professionals should drive the process of development and transfer of knowledge in support of implementation. The actual implementation and ownership of the process remains the responsibility of line managers.

Further evidence in terms of roles and responsibilities in the succession planning process comes from Whitmore (2006:11) who confirms that the responsibility for determining the organisation's succession plan lies with line management who must also ensure the plan is carried out once in place. This in itself offers a challenge to many organisations as line managers easily offer reasons not to engage with the succession planning processes. It is the experience of the researcher and through his engagement with the Devolved Human

Resource Manager and line management, that the main reasons offered by line managers include:

- the time needed to plan and manage succession (which is not a priority due to operational and functional commitments to ensure that productivity and service delivery outcomes are achieved);
- line managers are functional specialists (engineers, project managers, etc.) and not HR specialists and do not understand the HR jargon involved;
- HR is already asking so much of line managers in dealing with transactional HR realities such as discipline, grievances and leave, amongst others; and
- Devolved HR Managers appointed to the line department must do this exercise and line managers will vet the correctness thereof

These reasons will be explored further through the survey questionnaire and unstructured interviews conducted during the data collection phase of the research.

The above realities capture the essence of what so many organisations face in relation to challenges around talent management, retention in the global arena and in their local economies. To refine the discussion further, the focus will now shift to succession planning at international level with a discussion of the global reality and examples of succession planning in North America and Western European countries. This will provide context for further comparison and discussion of the research results relevant to this study.

2.5 Succession planning at international level

The exploration of the succession planning reality at international level was invested in to further understand best practice and approach in the management of succession. The dynamics at play, with multinationals confirming the challenges of operating in different countries, can offer more insight into how talent management approaches and succession planning were adapted and implemented to best address the reality of the situation and staff affected. The municipality also prides itself in being aligned to best practice in the private and public sector nationally and globally and hence the researcher explored the international arena to align to such aspirations.

2.5.1 The global reality

Globally, various multi-national organisations find it difficult to enforce the practices and policies they have implemented in their home country. Many of the examples of integrated talent management, the process or framework within which succession planning finds its successful application, is developed in Western countries (including Western Europe, the United States of America, and the United Kingdom) through the realisation of democratic

principles and the application of key civil and human rights embedded in their labour laws and systems of government. As a result, the typical command structure in organisations are determined based on democratic, bureaucratic or organic approaches with due respect for the manager in a decision making role, but with an understanding of the rights of employees in the very dynamic employer/employee relationship (Ruddy & Anand, 2010:549-555).

The approach taken by Western countries has had success stories in the management of talent, including management of performance, training and development, talent recruitment and management style, and ultimately, succession planning. These success stories lie within the context and application of talent management on a global scale, but not without the challenge around the war for talent (Ruddy & Anand, 2010:549).

In Elegbe (2012:7–8), the reality of the differences in the global talent shortage and competition, lies in the “etiology of the Talent War”. He explains that companies all over the world express concern about the war for talent, but the causes of talent scarcity in developed and industrialised countries are not the same as in the developing countries of Africa (Elegbe, 2012:7). It is therefore evident to the researcher that countries across the world have to adapt their human resources and talent practices to ensure they can manage the reality of talent supply and demand.

There are many examples of succession planning and talent management practices in the global arena, but for the purposes of this study, and since the South African reality in terms of government, law, ideology and economic systems are more aligned to the Northern Americas and Western European approach, the researcher focused on examples extracted from these countries.

2.5.2 Succession Planning in the United States of America

The USA offers one of the most developed democracies of the modern age and with that, advances in business, science and technology. A vast number of examples of the reality of succession planning and practice was extensively researched at universities in the USA through the 1980s - 2000s and then applied in many USA organisations as replacement planning and succession planning. As a result, the focus on legislation in this regard was also evident and USA organisations and practice were selected as an example for this study.

A study concluded by Price Waterhouse Coopers in 2006, captured the reality of the US federal government and confirms a piecemeal approach to succession planning. The requirement was the building of a sustainable process dealing with talent identification, talent development and retention strategies to ensure the demands of an evolving workforce and

organisation is met. The key to the success of a succession planning programme are innovative practices such as job rotation, leadership development through coaching, mentoring, action learning and behavioural performance evaluation (PWC, 2006:2). The researcher deduces from this reality that succession planning cannot be a once-off event to satisfy stakeholders or legislative compliant practices. The management of succession must be a daily, weekly, monthly and annual process and innovative ways must be identified to support talent retention.

The research conducted by Ritchie (2007) on the private and public sector of the USA economy, concluded that although modern succession planning varies by organisation, certain common components are considered in a succession planning process:

1. Inclusion and support of senior management in the development and the implementation of the succession plan;
2. Assessment of current and future workforce needs, including workforce data, age distribution, turnover rates, projected retirements and skills;
3. Identification of key positions or those positions that exert critical influence on organisational activities – operationally, strategically or both. When left vacant, difficulties arise in meeting or exceeding public expectations or meeting project deadlines;
4. Identification of organisational leadership and other competencies. Competencies are those actions and skills necessary for success in a particular role. These competencies are needed to map clear expectations and standards, linking developmental activities to organisational goals and common language in setting leadership development strategies;
5. Creation of talent pools. Modern succession plans create talent pools rather than through the identification of a few employees as potential successors for specific positions. Succession plans are therefore applicable across departments;
6. Linkage with development. A crucial part of succession planning is the identification or creation of developmental opportunities that prepare employees for key positions. These are achieved through an individual development plan discussed through a one-on-one engagement between a line manager and his/her employee at the time of annual performance review/evaluation or more frequently, depending on requirements for the succession plan time frames; and
7. Monitoring and evaluation of the initiative to ensure that the programme is meeting workforce needs, that organisational competencies have not changed, and that programme goals are being achieved. This also includes assessing employee development progress. Performance measures are also put in place to determine effectiveness of succession planning processes.

(Ritchie, 2007:26–33)

These seven components portray the reality of a succession planning process that, if not successfully implemented, can result in the loss of institutional knowledge and skills. This offers insight into the succession planning practices experienced in many organisations where most line managers do not have clarity as to how to apply the succession planning process, where there is a lack of engagement between a line manager and staff reporting and where there is no monitoring and evaluation process. The exploration of these and other practices requires an understanding of application that lies in the US public sector in order to link the reality of succession practice to the metropolitan municipality at the focus of this research study.

2.5.2.1 USA public sector

The public sector in general offers the closest explanation and reality around succession planning and talent management as relevant to this study. The metropolitan municipality operate in a three-sphere government system in South Africa, and in reality it is a component of the public sector. The researcher therefore opted to compare the public sector realities as well.

In the explanations of Goodman, French and Battaglio (2014:1), the USA public sector human resource management has, over time, encountered opportunities and challenges in managing employees. The reality of public sector employment included changes to civil service reform, labour relations, information technology, social media, privatisation, and outsourcing, all of which transformed traditional public human resource management practices and procedures. This included shifts in workforce demographics, competition from the private sector, and the overall perception of people regarding employment in the public service. These factors influenced the succession planning landscape and the ability of organisations to attract and retain talent (Goodman, French and Battaglio, 2014:2).

A most relevant case study design was used by Whitmore (2006) to assess succession planning practices at the Texas Department of Insurance. The focus of this research was to complete document analysis, focused interviews with the Director of Human Resources and Programme Associates and to analyse a management survey previously completed as a component of the organisation's workforce planning process, in order to reveal the elements of an ideal succession planning model and identify which elements to implement or improve in order to have a cohesive plan (Whitmore, 2006:31-32). The results confirmed the following:

1. Top management participation. They must determine the criteria for the succession plan and support the implemented plan so that staff are willing to participate.

2. Needs driven assessment. There must be a process to identify mission critical positions linked to the skills required to sustain the organisation's future.
3. Provision of formal professional development opportunities. Employees are able to develop and the organisation can retain knowledge and skills critical to its function. This includes training, job rotation and job shadowing which will assist employees to meet requirements for upper level management positions in the future.
4. Focus on individual attention. Employees are involved at a personal level and management includes discussions during performance evaluations and the communication of career path opportunities. The employees can voice their goals and desires during this engagement and decide on the training needed to enhance knowledge, skills and abilities to meet the requirements of higher level positions.
5. Dedicated responsibility. It is important that someone be responsible for administering and coordinating the programme. Such a person must track and update the plan to ensure it is current, track the future needs of the programme, monitor participation in the programme and ensure the process is followed. Typically, a human resources person would serve in this role.
6. Must be part of strategic and workforce plans. Succession planning must be communicated in the organisation's strategic and workforce plans so as to understand the requirement for future workforce needs as aligned to business strategy, thereby confirming mission critical posts to sustain the future of the organisation.

(Whitmore, 2006:31-45)

The research that Ritchie conducted in 2007 included identifying local government succession planning in practice in various USA cities. Success stories include:

1. Three Florida cities – City Manager Internship Program: identification of high potential candidates to fill future vacancies in city management, staff eligible are selected as part of a two-year city manager internship to ensure replacements for the future;
2. Roseville, California – A management development assessment centre: An integrated leadership development strategy with an assessment centre that focuses on competency assessment for development of high performers / high potentials; and
3. Henrico County, Virginia – A succession management programme: the programme included five steps - 1) identifying key positions, 2) identifying competencies for the key positions, 3) developing employees, 4) assessing the results of development, and 5) evaluation of the programme.

(Ritchie, 2007:26-33)

The above three examples alone can provide the municipality with much to consider. The investment in internship programs, assessment centres and effective succession programmes can bring about a turnaround in the municipality's succession planning process and offer strategies at the stage of implementation. It does, however, imply that a successful talent management programme is in place and that a level of talent maturity has been reached in the municipality.

The American public service challenge, however, was the loss of leadership level expertise with the continuous retirement of the baby boomers. This generation of leaders set the pace and example and it was found that senior leaders and supervisors that are available to replace them are largely technically sound, but lack preparation for true leadership responsibility and accountability. The researcher deduces that leadership / management development must be emphasised in order for succession plans to be effective. Morse and Buss (2008:6-7) confirm that this includes the investment in work specific development plans, mentoring and coaching, the growing of leaders internally, followed by formal leadership training through academic institutions.

In 2009, the US National Commission on the State and Local Public Service focused on the reform of the Civil Service by announcing a reform agenda that would focus on removing barriers to a high performing workforce (Kellough & Nigro, 2010:78). This included proposed investment in human capital by:

- Making career development and training opportunities consistently available;
- Restoring employee training and education budgets;
- Developing a new skills package for all employees, including high performing teams;
- Paying employees based on skills, not seniority; and
- Providing financial incentives for learning new skills.

These reforms may seem extreme in a South African municipal context, but it provides insight as to how far a government will go to ensure they can implement succession planning effectively. The proposed monetary investment in human capital might be difficult to achieve, but other suggestions offer the opportunity to invest in key talent as and when required.

The real concern for the National Commission on the State and Public Service at the time (2009), was the projected loss of workers over the age of 55 that was calculated to be 550 000 between 2008 and 2013; or roughly one third of its full time employees. This concern was further exacerbated by the lack of proper workforce and succession planning. The 2009 US public service benchmarking report completed by IPMA-HR on workforce and succession planning highlighted the concern that more and more public service institutions

are not completing workforce plans, mainly due to the fact that there is insufficient staff to take on the task. Another reality is that these institutions all claim to have succession plans in place but only 66% focus on investing in their internal talent for promotion. The lack of internal recognition and reward as retention incentives for internal staff is therefore diminishing the chances of the public service managing succession effectively.

West (2010: 182) reported that the loss of continuity and know-how derived from institutional memory, expertise and leadership, was to have a serious effect on the U.S. government. A key factor that had to be considered was to retain and motivate existing employees to be ready to replace retiring workers and as such, ensure continuity of functions and prevent loss of skills. In response, the federal agencies in the USA took some creative steps in selecting strategies that will support the reality of an aging workforce and thereby manage succession planning. Table 2.1 captures some of these creative steps.

Table 2.1: Best practices and creative steps in Federal Agency Succession Planning (West, 2010:184-185)

STRATEGY	US NATIONAL DEPARTMENT	SUCCESSION PLANNING INITIATIVES
Leadership	Labour	Monthly progress on early retiree replacement development and performance programmes
Identifying skills	Environmental Protection Agency	Discovery of key skills to be assessed during recruitment and training programs
Recruitment	NASA	Recruitment from sponsors' education programmes
Mentoring	Transportation	Establishment of a pilot mentoring programme that prepares midlevel managers for executive positions, focus on enhancing professional skills
Mentoring	Forest Services	Bringing back some retired workers as mentors
Career development	Air Force	Tailoring officer career and educational paths to broaden knowledge and perspective and develop pools of talent in critical areas
Training	Energy	Working closely with universities to bring in graduates and train them for the future
Management mobility	Environmental Protection Agency	Giving senior executives a variety of assignments so they can gain a wide-ranging set of skills and expertise
Case studies	Office of Personnel Management	Dissemination of case studies of successful succession plans
Electronic database	Defence	Creation of electronic databases to help new workers find necessary information
Master forums	NASA	Using forums and online newsletters to record and spread the knowledge of experienced employees
Knowledge repositories	Veteran Affairs	Making videotapes of retiring workers reflecting on their careers; recording knowledge and information for the next generation

Leland, Carman and Swartz (2012: 44) argue that succession planning is critical since in local government there needs to be a link between a shrinking workforce and organisational effectiveness and planning. The baby boomers are retiring and plans must be in place by at least a decade in advance to manage staff exits. The research paper of Azevedo (2013: 55-58) on succession planning strategies in the City of San Jose, confirms that local government in the U.S. face a leadership challenge in that leadership development opportunities and training and development in general were hampered by budget constraints, effectively preventing the talent and leadership pipelines from being prepared. In the research on succession planning for Staff Chiefs for the New York City Fire Department, Bierster (2011: 75-77) recommended that well prepared succession plans be in place to achieve continuity; a structured method of development is needed to prepare staff for leadership roles; vacant leadership roles must be filled as soon as possible to secure continuity in the role; the succession plan must evolve as the organisation and its talent evolves; and importantly, have qualified people ready to fill key positions.

The US public sector challenges are as dynamic as the private sector however the reality of private sector triple bottom line financial sustainability remains a challenge. The US private sector needs to be explored to create a better sense of how stringent economic and other challenges can impact succession planning.

2.5.2.2 USA private sector

The reality of the USA private sector is captured by the American Management Association (AMA) as a story of recovery following the Wall Street financial crisis of 2008/2009. After three years of uncertainty, U.S. companies were reporting a financial turnaround but the lack of succession planning was threatening the bottom line. The reality was that with financial improvement comes more job opportunities and top talent will be out to seek these opportunities. It is confirmed by AMA that those companies who implemented long term succession plans with key programmes to attract, grow and retain people in key positions are sure to be successful. A survey conducted by AMA in 2011 amongst senior management, HR management and professionals and midlevel business managers in various private sector companies, confirmed the following:

1. 71% confirmed that seamless management succession within an organisation is more important than ever
2. Only 14% believed that their company is well prepared for the sudden loss of leadership
3. 43% of leadership is sporadic in their commitment to succession planning
4. Nearly one in four companies do no succession planning whatsoever and just 8% maintain comprehensive succession plans

5. 84% of companies are committed to promote from within but their leadership pipeline is running dry
6. Most senior management ignores succession plans to recruit people from inside the organisation and go outside to find talent.

(American Management Association Survey, 2011: 1 – 3)

As reported in previous sections of this research study, the comprehensiveness of succession planning processes must be evident in integrated talent management practices to ensure their success. In the private sector, the following are two examples of organisations in the USA that established an integrated talent management approach and then managed key talent in support of a talent and leadership development pipeline. They are PepsiCo and Microsoft. The researcher elected to very briefly discuss these examples as they represent private sector best practice and offer insight into the ideal type interventions for managing succession. Church and Waclawski (2010:617–640) offer some insight as to the PepsiCo reality.

a) PepsiCo

PepsiCo is a world leader in convenient snacks, food, and beverages. In 1965, Pepsi-Cola and Frito-Lay merged. They have demonstrated significant and consistent business growth over the past 40 odd years. In the context of PepsiCo, talent management is approached from within the context of a talent sustainability framework. At PepsiCo, this framework has four distinct bands:

1. Talent acquisition – finding the right talent when needed and delivering a consistent candidate experience across attraction, recruitment, hiring and on-boarding.
2. Talent management and development – building capacity and capability for key leadership positions and delivering development opportunities for employees”. This supports their succession planning initiatives.
3. PepsiCo University – a broadly accessible learning environment and course curriculum in support of global capability and employee learning.
4. Inclusive culture – the PepsiCo culture is shaped and behaviour reinforced in support of the talent of the present and the future that represent multi-cultural, multi-generational and global needs.

(Church & Waclawski, 2010:617-619)

At PepsiCo, the development of leaders, and the factors that leaders consider when taking decisions on the advancement of successors for key positions, require the application of a career growth model that includes five critical components:

1. Proven results – in on-the-job performance, evidence emerges of delivery on business results and people results. This is weighed equally.
2. Leadership capability – demonstration of competencies and behaviours that are expected of employees; measured in tiers of responsibility from senior management to lower levels.
3. Functional excellence – knowledge required for a given role supported by functional competency models and training curriculum in, e.g. marketing and finance. Functional competence development is the focus of development of staff earlier in their career through job rotations and new/special assignments.
4. Knowing the business – understanding PepsiCo business models and having levels of understanding and competence in business acumen and industry knowledge.
5. Critical experiences – providing employees with the right set of experiences is an effective way of developing talent; at PepsiCo, this include providing individuals with the right set of experiences customised by the organisation in support of their development goals and to manage the succession paths for higher leadership roles.

(Church and Waclawski, 2010: 620-622)

To further ensure PepsiCo remains competitive in the global arena, a specific talent management model was developed based on the importance of experience that talent will bring to the organisation. This model focuses on “a more segmented set of talent (such as executive population, high-potentials and key feeder pools), often in conjunction with targeted leadership development programmes and people planning processes” (Church and Waclawski, 2010:623). The talent management model (Figure 2.6) outlines three phases:

1. Identification – based on potential, employees are identified to take over more senior roles in the future; as a component of people management processes, staff are systematically reviewed and calibrated at successive levels within the organisation.
2. Development – on the job training, coaching and formal training; based on career development planning and personal development planning, highlighting areas of strengths and opportunities.
3. Movement – planned and pro-active movement of staff for succession purposes; this is performed via the HR planning process, planning for the “domino effect” because of open positions due to movement of high potentials up the ladder, tracking of open positions across the organisation, and processes to deal with blockages where staff are preventing talent from moving and then to move these individuals to suitable roles.

(Church and Waclawski, 2010:623)

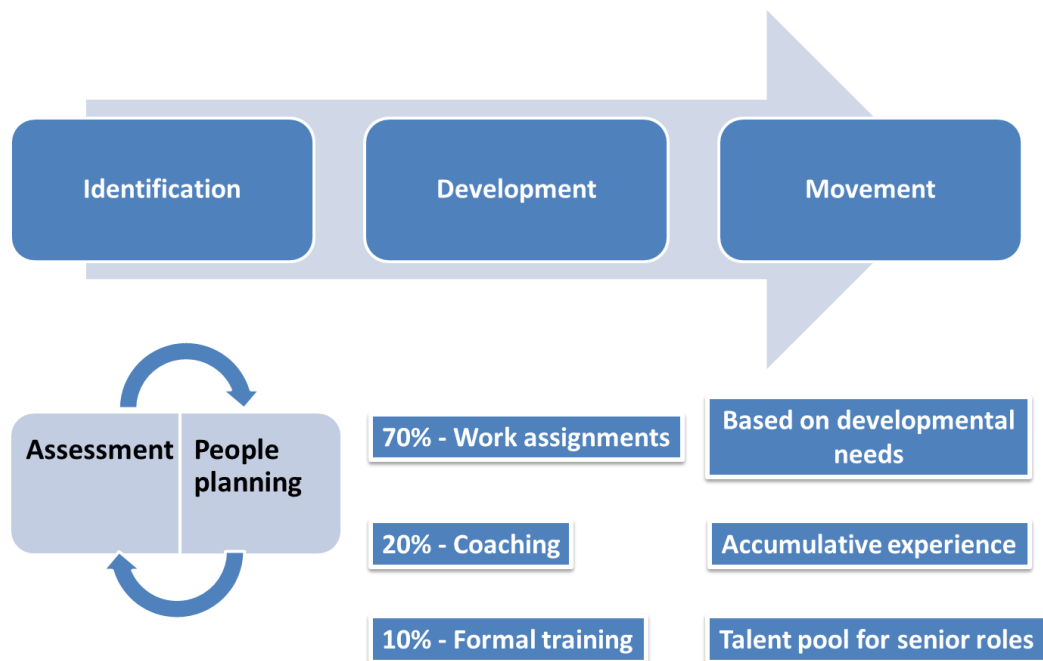


Figure 2.6: PepsiCo's Talent Management Model (Adapted from Church and Waclawski, 2010:623)

The PepsiCo model offers some insight into the reality of talent identification in support of the succession planning process. The investment in a proper assessment of potential to establish the level of development needed is not evident in all talent management models, including that of the municipality. The structure around development and movement is clearly defined in the municipality's process and aligns well with this model.

b) Microsoft

The Microsoft example is one of securing top talent in order to sustain a competitive edge in a very dynamic information technology industry. Being an employer of choice and consistently being ranked as one of the best places to work for comes at a price. To ensure a competitive advantage in business markets, multiple business models are required at various stages of market maturity. To meet the expectations of talent needed to manage these activities in the market, the employee value proposition must evolve to support work/life balance if staff work long hours and are challenged to "change the world" (Yost, 2010:641).

The in-depth application of the above approach lies within three talent management systems utilised by Microsoft:

1. CareerCompass: Career models at Microsoft

Employees at all levels across the company use CareerCompass, an online talent management system, as well as career models to assess themselves, and will receive feedback from their managers on the competencies, experiences and career stage results defined for each job level. The career models were built in partnership

with leadership teams for each profession to identify the characteristics that differentiate the best from average employees, based on the results they deliver. Once a year, during mid-year career and performance discussions, employees can articulate their career aspirations and then rate themselves on the competencies, update their experience profiles online and rate career stage results areas.

The engagement process between the line managers and their employees allows for a discussion around each staff member's strengths, development training gaps, development activities, and future career options. The updated information offers line managers an opportunity to determine best fit for future positions and can complete online match-ups between the employee's personal profile and the position profile of key positions.

(Yost, 2010:643)

2. Performance management at Microsoft

The performance management system is used to align employee goals with organisational strategy and to assess every employee once a year on current performance and anticipated future contribution. The Microsoft culture values critical self-evaluation and feedback quite highly. The process requires each employee to list five to seven commitments (performance goals). These are aligned to the organisational goals and business strategy. For each one, employees include an execution plan (key milestones and dependencies) and accountabilities (success measure and metrics to evaluate the commitment). At the end of the year, all employees are assessed against their commitments and on their projected future contribution. Commitment ratings are based on performance during the previous year with salary increases and bonuses tied to the results.

Employees rate themselves and are rated by the line manager on a three-point scale:

- Underperformed – failed to achieve a significant or multiple commitments or expected results;
- Achieved – met all their commitments and expected results; and
- Exceeded – achieved all commitments and exceptional results that surpassed expectations and consistently delivered the highest level of performance.

(Yost, 2010:645)

The employer will be interested in those that continuously exceed performance targets and together with potential assessments will assist the employer in selecting staff for succession pools.

3. Leadership assessment, movement and development at Microsoft

Considered to be a dynamic process, the selection, assessment and development of leaders in the company is a process that assumes ongoing change in both organisational goals and individual capabilities.

The process of assessment is an important component in determining suitable development and training opportunities. Annually, an employee and a manager discuss performance and development plans and competencies, experience, and career stage results are evaluated. At Microsoft, several additional assessments are conducted, such as voluntary online developmental 360-degree feedback surveys. At midlevel management, an online assessment is used for aspiring leaders to assess themselves against leadership competencies required at the next level. Senior management are assessed during performance reviews by direct reports in terms of leadership behaviours. All assessments are linked to competencies at various levels and aligned to position requirements to ensure gaps identified are focused on in development and training events. Decisions on succession planning will therefore involve and have the support of managers at midlevel and senior management level.

(Yost, 2010:646)

Yost (2010: 647) reports that the company reviews succession plans annually and updates the review process. This review process starts with the CEO that completes a review of corporate and senior leadership. All promotions and movement at senior level is then considered. Talent movement as a general process across the organisation also affects the next two to three levels down.

The development of managers and employees is supported through encouragement to identify experience-based development and future stretch assignments as one of the best ways to develop their skills. Mentors are offered to new employees as well as current staff seeking further guidance and support. Formal training opportunities are also available, including technical, professional and managerial opportunities. At the functional leadership level, a programme is offered to high-potentials who may one day be promoted to functional leadership positions. This includes a leadership programme that is targeted at key leadership competencies as well as a once-a-year strategy conference with, e.g. Bill Gates and other senior leaders in the world of business. New executives attend a one-week program on the broader organisational capability and will have access to an executive coach.

The full process is concluded with the integration of assessment results, process for movement based on assessments, followed by the development of staff based on the reality of where the person is within their career stage (Yost, 2010:648-650).

The talent process at Microsoft can offer insight as to best practice approach to succession planning and with that the development and performance management of the talent required to meet succession goals. The key driver in this is management's willingness to be part of the initiative and to drive the change needed to secure effective succession planning interventions that will make a success of the process. The municipality can learn from Microsoft and PepsiCo since both offer examples of effective execution of talent management initiatives in aid of succession planning.

Over and above the best practices and challenges of the private sector, the regulatory environment provides challenges and opportunities in the talent management arena. The management and planning for succession can only be completed if organisations adhere to legislation that will determine the processes and confirm the rights of people that are affected by succession practices. The next section will explore this reality in the USA.

2.5.2.3 USA legislation impacting succession planning

The USA, just as South Africa, builds its laws around the principles captured within their Constitution. Key federal laws govern public sector employment and the most famous of these is the Civil Rights Act of 1964. Similar to the South African Employment Equity Act (South Africa, 1998) and the Promotion of Equality and Prevention of Unfair Discrimination Act (South Africa, 2000), this Civil Rights Act, and with specific reference to Title VII of the Act, prohibits employment discrimination (Hartman et al. 2010:424-425). Hartman also confirms that the act prohibits discrimination on the basis of race, colour, religion, sex, or national origin with title VII applicable to the human resources functions of recruitment, dismissal, compensation, promotion, training, employment referrals, terms and conditions of employment and how a person is classified in their employment status. Discrimination in terms of this act will be fair if sex, national origin or religion is an occupational qualification (Hartman, 2010:424).

The USA Equal Employment Opportunity Act of 1972 extended the coverage of Title VII to state and local governments, as well as federal employees while the principles of Title VII apply to government and private employers in a similar manner. This piece of legislation impacts the succession planning practices embarked on in the public and private sectors. The formation of successor or talent pools must be performed fairly and with specific criteria that are consistently applied across all talent considered, assessed, interviewed and selected

for the key positions in question. Any form of discriminatory practices can be reported to the Equal Employment Opportunity Commission who will hear the case being made by the employee as well as the return arguments of the employer (Hartman, 2010:425). Care must therefore be taken when embarking on a process of identifying key positions and those that would occupy the key positions. The use of employment equity targets and plans as specified in South African law, are not specifically highlighted in terms of the American non-discrimination clauses. However, in the US it is extended to what is referred to as pro-active efforts to diversify the workplace in terms of race, ethnicity, gender and even physical abilities. This process is referred to as affirmative action and public and private sector workplaces need to ensure they comply by developing an affirmative action plan. The focus, however, is not to use targets to influence employment decisions, but rather to report on the status of employment of race and gender as well as to plan actions of intent to amend the profile of the workforce so that it is more representative of the demographics of the people living in the United States (Hartman, 2010:425).

The organisations will often review and evaluate their affirmative action and equal employment opportunities efforts. Riccucci (2010:466) confirms that these include “reviewing appointments, promotions, retention statistics and transfer of employees and then the effect this had on the employees.” As a result, companies may want to improve on leadership development and successor pools to include more of the workforce under-represented in terms of national demographics (race and gender). Riccucci reports that a very overt approach would be to accelerate the entry of such a group (e.g. women, African American) into management and senior managerial roles. A more covert approach would be a more gradual equal opportunity reality for all to receive development and training with focused mentoring and career development over a period of time. The current South African reality is one of accelerating the meeting of employment equity targets since the government believe that the process of “rightsizing” the workplace in terms of equitable representation of the South African demographics is too slow in reversing the discriminatory practices of the Apartheid regime of pre-1994 (Kuye, 2006:3).

In addition, American law also supports elderly staff in employment by the public sector. The Age Discrimination in Employment Act was enacted in 1967 to prohibit discrimination in any aspect of employment against employees aged 40 and over. In 1978, the maximum retirement age was raised to 70 and mandatory retirement age not less than 55. In South Africa, there are no specific laws around age discrimination other than the general reference to age as a factor of non-discrimination as stipulated in the Employment Equity Act (South Africa, 1998). The determination of pensionable age lies in pension fund legislation or collective agreements per sector. Only recently, the Department of Cooperative Governance

and Traditional Affairs in South Africa determined a set of regulations for staff in local government that intends to increase the retirement age to 65. This must still be written into law (Ricucci, 2010:468-469).

Similar to South Africa's Basic Conditions of Employment Act (South Africa, 1997), the American Fair Labor Standards Act of 1938, and as amended over time, regulate minimum wages and payments, whilst the Family and Medical Leave Act of 1993, allows workers to balance family and work lives by taking family-necessitated or medically-necessitated leave. These would dictate the kind of contract to be offered to staff in a succession planning process (Ricucci, 2010:469).

The similarity shared with South African labour law is evident, albeit that in some instances the American acts allow more flexibility in the application thereof. The American organisations required to implement these pieces of legislation confirm their support but also confirm that in some instances compliance is complicated by the lack of talent in the labour market, scarcity of key skills and the difficulty of meeting the expectations of a changing workforce. As previously stated, the South African challenge lies in the manner in which the legislation is enforced.

The discussions with regard to talent management and succession planning practices in the USA included private and public sector examples and ventured into understanding legislation governing the human resources and talent management landscape. To provide further examples of talent management and succession planning, the next section will explore the realities and challenges in the Canadian public and private sectors.

2.5.3 Succession planning in Canada

In terms of the Canadian talent and succession planning landscape, master's degree research completed by Carson in 2008 and published a year later through Queen's University, asked the question as to why some Ontario municipalities were not engaging in succession planning. The reality was that Canada was faced with a slower growing labour force and an ageing workforce, particularly in the public sector. The survey research design that Carson explored focused mainly on HR professional staff and management and had a return rate of 21%. Close to 59% identified succession planning as a priority. On examining the data extracted from the respondents, the following issues were measured and reported on:

1. 18% reported that succession planning was only in place for top management;
2. 12% confirmed that it was in place for all staff;

3. 32% confirmed that they were monitoring the demographics of their staff and used this knowledge to project the number of employees that will be retiring in the future;
4. 18% confirmed that a formal mentoring program was in place;
5. Only 7% confirmed that some staff were being groomed to take over key roles;
6. 59% confirmed that the municipality enters into contracts with retired staff; and
7. 59% reported that flexible and alternative working arrangements are in place to retain high potential staff.

(Carson, 2009:4)

The above research results can be compared to the survey research results achieved in the interviews conducted with DHRMs in the metropolitan municipality. This research in itself can offer insight into the uniqueness, or perhaps not so unique, reality of the municipality. The key issue that the municipality continues to deal with is the lack of engagement in securing the opportunity to discuss career development and performance matters. In the Canadian talent management environment, the survey by Carson (2008) also discusses the reasons provided by management for not engaging in succession planning and can be summarised as:

- It is not a valuable initiative;
- Financial constraints play a role in not engaging in succession planning;
- Other more important organisational challenges need more attention;
- Time pressure seems to play a role;
- The size of the organisation has an impact on the decision to implement succession planning;
- The organisation has a preference for hiring from outside;
- The fairness of the process of successor identification can be questioned;
- The process for developing a plan was work in progress, but it was not considered urgent;
- There is a lack of understanding of the importance of succession planning;
- A lack of leadership;
- No formal plan is in place, but an informal in-service plan is identified; and
- The unionised environment of the municipality viewed mentoring of staff as unfair to others who would not receive the same privilege.

(Carson, 2009:4-5)

The analysis of all the information gathered through the responses to Carson's survey, highlighted various factors and these vary depending on the municipality. However, it was important that the municipality ensures their succession plan is incorporated into their business strategy and that budget implications are well defined and submitted for approval

by the Council committee to reserve funds for succession initiatives. Overall, both managers and staff must commit to the process, plan for succession and see the process through (including monitoring and evaluation). Staff identified for the successor roles must be willing to commit to a process of career development, mentoring, and training, way beyond the requirements of their current position (Carson, 2009:6-8).

The examples offered of USA and Canadian organisations can also be complemented with examples from the United Kingdom. The next section will provide examples of succession planning and practices in the British and Irish civil service and how they are perceived by the professional body, CIPD.

2.5.4 Succession planning in the United Kingdom

The UK based Chartered Institute of Personnel and Development (CIPD) offers some insight into the main features of modern succession planning. In the CIPD fact sheet of 2010, succession planning is explained as the identification of future potential leaders to fill identified key positions in the organisation. Successors must be ready to do the job or may have longer-term potential to invest in. A greater insight offered into important factors for succession planning success includes the reality of the management of succession namely management resourcing / staffing strategy, analysis of demand/supply (HR planning and auditing), skills analysis, job profiling and management development.

Secondly, for the UK CIPD, it is important to highlight some of the main and more modern features when applying succession planning in a business:

1. Coverage – size, scope, and type of business determine the coverage of succession planning, but in most instances it is only senior management who are purposefully engaged;
2. Balance between individuals and organisations – old succession planning was about the organisation's needs; today it is about the growing recognition that people need to make their own career decisions;
3. Broadening experience by lateral moves – this include processes of secondment to allow high-potentials/high-performers opportunities in lateral organisational moves to gain more experience or exposure; there is no longer an automatic movement upwards since positions are scarce;
4. Roles, no jobs – in the past people would move up to a job at the next level. Now, the main focus is on identifying and developing groups of jobs to enable potential successors to be identified for a variety of roles;
5. Competencies – organisations developed frameworks for technical and generic competencies relating to broad skills and behaviours. Assessments attached to these

competencies can provide useful information for evaluating an individual's potential for a senior role;

6. Links with business planning – those responsible for succession planning need to know as much as possible about the future of the business, possible changes and how changes might affect the numbers involved and the skills they need to possess;
7. Openness, fairness and diversity – greater openness and transparency with a greater emphasis on the individual and on roles rather than jobs; secrecy is being gradually reduced, and advertising of internal jobs is increasing. With openness should go fairness; objective assessment of all available candidates needs to be made and succession committees need to monitor, evaluate and suggest how to improve processes;
8. Insiders and outsiders – all organisations need a certain amount of new blood to bring in new ideas and approaches and fill unanticipated roles. Many rely too much on outsiders or too much on insiders. A balance must be found and a business case must be made for considering outsiders;
9. Databases – software packages to enable the organisation to link available jobs with potential successors, to scan the system to see whether filling vacancies with particular individuals would help to develop them; and
10. An evolving process – organisations evolve and those involved in succession planning gain experience of its operations. As structures change, the system and how it operates, will be amended.

(UK CIPD, 2010:3-5)

The fact sheet also confirms the importance of succession planning being owned by line managers and that executives and the chief executive must actively take the lead in ensuring succession planning is in place to secure a pipeline of successors. The HR function must offer the support and facilitation of the process and assist with:

1. compiling information drawn from HR databases around potential candidates for succession;
2. compiling information drawn from dialogue with other senior line managers to assess potential successors;
3. putting forward the names of potential successors to succession development committees;
4. offering career advice and guidance
5. assessing and advising on successor development needs.

(UK CIPD, 2010:6)

The CIPD reality sketch is very relevant to the metropolitan municipality concerned. The key requirements to be met for an effective succession planning process are found to be underpinned by the features listed above and unless serious work is done by the municipality to implement a process of change management and to consider a new and revised culture and value set, the succession planning process will lack the necessary grounded epicentre to make it successful.

In the United Kingdom (UK) in general, Civil Service reform since 2012 has brought about change in the UK public service with a more skilled, less bureaucratic and hierarchical, and more unified service. According to the UK Civil Service Reform Policy Paper (October 2014: 3), its governments in London, Edinburgh and Cardiff will experience a shift in how service delivery will be managed and improved upon. The need was for a clear, collective Civil Service leadership, focused on performance and competence, and a commitment to changing the Civil Service to the benefit of the institution and the services rendered to the public.

The plan of action, as far as talent and succession planning were concerned, was evident in the policy paper and can be summarised as:

- Urgent action to fill the critical skills gaps in the Civil Service including information technology, project management, and management skills;
- Taking away barriers which stop talented people from fulfilling their potential. In support of this, a diversity strategy was published and there was a renewed focus on under-represented groups and women in leadership. This will go far from a retention point of view and will bring greater leadership focus on identifying and bringing in talent and succession planning;
- Leadership development, including senior leaders engaging with frontline leaders in the organisation to encourage, inspire and mentor them;
- A single competency framework in line with a common set of values, with functional competence measures; and
- An emphasis on leadership behaviours, leadership development through on-the-job exposure as well as university studies and evidence-based assessment of the behaviours proclaimed.

(UK Civil Service Reform Policy paper, 2014:6 - 30)

In further support of talent management and succession planning, the approach also confirmed that the Civil Service will build basic skills and offer learning for all, take action to fill critical skills gaps, bring more skilled people from outside the Civil Service to priority areas due to a critical skills gap in commercial and contract management inside the service, and

expand the public service Commissioning Academy in support of training and developing staff for leadership roles.

2.5.5 Succession planning in Ireland

The same succession planning reality can be found in the Republic of Ireland where the County and City Managers Association requested the Public Administration Institute to examine capacity and competency requirements of the local government sector. Boyle and O’Riordan (2013:3) confirm that these included fit for purpose functioning in a local government context, the ability to address challenges, the ability to adapt to new roles and demands and follow through on demands of citizens. A number of plans and reform programmes and initiatives dating back to 2009 were analysed to best determine how to approach this task. One of the key programmes was “Putting People First: Action Programme for Effective Local government (2012)”. This is befitting to a South African reality of “*Batho Pele*”, or people first.

In the realm of talent management and succession, a key reform in this programme was to ensure new service efficiency arrangements, including workforce planning, the use of performance information, and the development of service level agreements between departments and authorities. This programme was implemented, but was not running effectively and had certain key challenges such as maintaining the motivation levels and morale of staff in times of change, managing political change, funding, and diversity of the local government landscape (Boyle and O’Riordan, 2013: 11-13).

Boyle and O’Riordan (2013: 16 – 20) confirm that the Public Administration Institute suggested some key changes for implementation. These included:

1. Reduction in the number of staff, especially where functions are duplicated or can be streamlined.
2. Managing the age profile of an ageing workforce in the Irish public service. The fact was that in 2012, up to a third of local authority staff across the country were likely to retire within the next 10 years (Table 2.2). They are mainly in the age cohort of 50 – 59 years and what was even more alarming was that 58% of those were at management level.
3. Retirements need to be managed and planned for to ensure replacements are ready to take over. Thousands left the service since 2008 and with virtually no replacements, the local authority had to venture outside the government sector to find replacements.
4. The moratorium on recruitment implemented some time back has had an impact on local government in that the talent pipeline entry point was no longer invested in.

Graduates bring new skills, outlooks and attitudes that are current and were needed to ensure that extra funds were not invested in to re-skill or re-train existing staff. The recruitment processes and appointment of graduates must be reinstated.

Table 2.2: Age profile of all local authority staff and managers in Ireland’s Local Government Sector (2012) (Adapted from Boyle and O’Riordan, 2013: 19)

	← 30	31-40	41-50	51-60	→ 61
All staff	6%	28%	31%	30%	7%
Managers	0%	3%	34%	58%	6%

In the South African context, the above age profile analysis is also evident within the local government sector. In the metropolitan municipality, the HR Dashboard report of 2014 highlights the percentage of managers in the grouping of 51 – 60, to be 52% whilst in the group of 61 and older the percentage is 10%. The remaining 38% are 50 or younger. In terms of all staff, those at 51 and older is at 37% and, considering the fact that the municipality has 26 000 staff, this is quite a concern (Metropolitan Municipality HR Dashboard, 2014).

In conclusion, in this section the Western European and North American examples clearly offer evidence of how succession planning is a key priority in ensuring sustained business growth, development and competitiveness since much of the future of these businesses revolves around leadership and management competence. The reality confirms urgency around talent management initiatives in support of the effective execution of succession planning. As good as and modern as the international examples are, the reality of the municipality and for that matter South Africa, lies in the context of the African continent. The next section will explore this further and offer insight into the reality of African tradition, culture and the dynamic of its diaspora and attempts to embrace its renaissance.

2.6 Succession planning in Africa

The global challenges and realities that the world faces today, brings about a realisation that each country on the African continent is trying to cope with not only the fall-out of Western, Eastern and European economic and political activity, but also the reality of trying to secure peace amongst a diverse population that continuously demands that government give attention to the plight of the people.

Kondlo and Ejiogu (2011:xviii) offer some insight into the progress of Africa in the 21st century by highlighting the reality of Africa as a continent dominated by a knowledge-based

economy. In this they offer the return of Africa to the arena of economic development, the growth of private military corporations that profit from conflicts on the continent and the impact of globalisation on the nation-state where African states are strengthened and re-designed.

Kondlo and Ejiogu (2011:xviii) continue to provide a glimpse into the world of work in African governments. They argue that for countries on the African continent to realise growth and build confidence, they need to start with professionals whose primary loyalty must lie with the ethos and solidarity of the public service. They express the importance of ethical leadership and programmes for institutional and individual capacity building. The challenge however remains what Kondlo and Ejiogu refer to as unresolved issues of nation building, especially in young democracies.

To contemplate the reality of HR management, and for that matter talent management and succession planning on the African continent, a wide range of literature was consulted. It was evident from the information accessed, that for countries in Africa to effectively manage their people practices, they need to embrace the African state that offers the mechanisms to achieve success in the public sector and invest in economic upliftment. The ability to achieve such successes will depend on how well business and countries deal with the challenges facing succession planning and talent management.

2.6.1 Challenges facing succession planning in Africa

The challenge on the African continent lies in the mobilisation of Africa's workforce. The 2014 African Development Bank Human Capital Strategy for Africa reports that as long as appropriate investment is made in human capital and skills are utilised to the full, the growing population on this continent offers a lot of potential for dynamic growth. The report also confirms that the population on the African continent is growing and as a result the workforce will grow. This strategy also reports that by 2040, Africa will have the world's largest workforce with just under 1400 million people between the ages of 15 and 64. In figure 2.7 the reality of the African workforce, in comparison to other continents and countries in relation to growth in the next few decades, are portrayed (African Development Bank Human Capital Strategy for Africa, 2014:1-6).

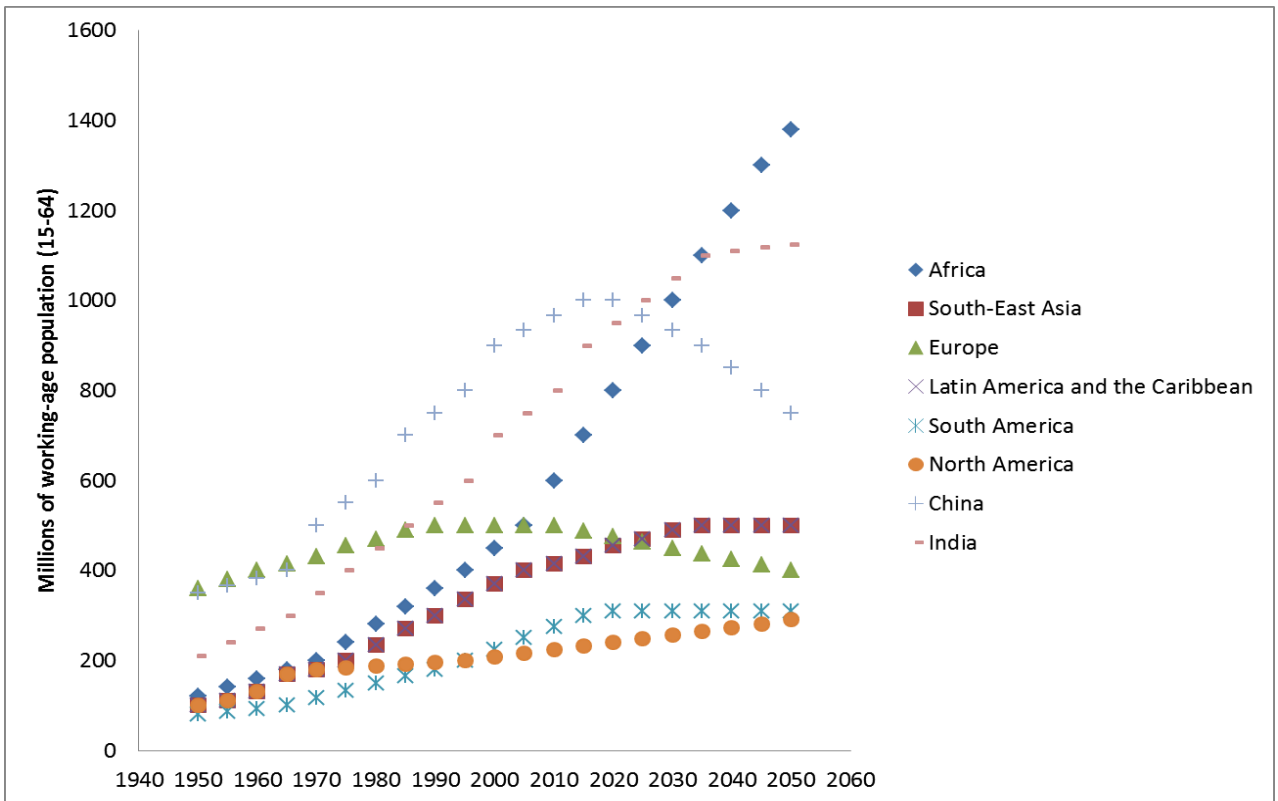


Figure 2.7: Africa will have the largest workforce by 2040 (Africa Development Bank Human Capital Strategy for Africa 2014 – 2018, 2014:1)

The challenge facing governments in African countries is whether they can create government stability and control corruption-free practices. The alignment between political will and responsible government can secure legislation and regulations to manage the rights of employees and employers in the work environment. A clear distinction does, however, exist in African countries between public sector government-run institutions and private enterprises, which are mainly investment companies from the Americas, Europe, China and Japan. However, these developed countries may invest in Africa through business and enterprise, but will always have to consider the reality of the history of the continent (Africa Development Bank Human Capital Strategy for Africa, 2014: 6). Further to the findings of the African Development Bank, Adetula (2011) offers certain views on the reality of democracy and good governance in Africa. Adetula emphasises the key challenges that HR managers face in understanding talent management and succession practices:

1. Culture – the culture of each country in Africa lends itself to traditional tribes and clans of the African people that will determine in many instances the way government should be run. The culture of African people also requires of non-Africans to ensure that they abide by these traditions in the workplace. Successor pools that include local staff could include royalty from a tribe in the country. Such a person, by their birthright, must be allowed first option in privileges such as promotions and leadership roles. In some

African countries, leadership succession through the local labour force is therefore not necessarily based on merit found in knowledge, skills, competence, qualifications, potential or personality as per Western traditional democratic practices. This is evident in South African municipalities operating in smaller rural areas where traditional African culture still prevails and the influence of traditional leaders must not be underestimated.

2. The dominant civilisation decides on the form of government – “temporary conflict between ideologies is being replaced by the ancient conflict between civilisations” (Adetula, 2011:10–22). In many African countries, the more ancient civilisation has dominance in comprising the majority of the people that live in the country. This debate is taken up in the South African context with the African race group being in the majority in the country, however the key issue is whether the isiZulu of Kwa-Zulu Natal or the isiXhosa of the Eastern Cape are the dominant group. In the metropolitan municipality, with its diverse workforce and representation of different cultures, the same reality of cultural group dominance may prevail.
3. Patrimonial vs neo-patrimonial – the neo-patrimonial regimes in Africa are at the base of corruption which affects the process of democratisation. The focus is on patron-client relationships and the personalisation of power for the structuring of social relations. Such a focus further enhance lawlessness and poor governance as the succession planning process comes under scrutiny. Favouritism and nepotism are the dominant factors considered in the selection of successors to key positions in business and government.
4. “Failure of Democracy” – some so-called democracies are characterised by underdeveloped institutions of democratic accountability, underdeveloped political parties, weak civil society, over-concentration of power at the centre, non-separation of the branches of government, and lack of transparency and accountability. In such instances, succession planning is not correctly invested in, and those who have power and money, make the decisions. This dynamic is becoming more and more a reality in South Africa with the government’s over-concentration of power at the centre and a lack of accountability for actions taken by the ruling political party as the government of the country.

(Adetula, 2011:10–22)

These realities may be a concern or challenge for many countries in Africa and investors alike, but the fundamental question remains as to whether there is a scarcity of talent in Africa and if so, what is happening to the talent as they are simply not available. This influences the attraction strategy of any organisation and in the African reality, this impacts the community and broader region that the public sector organisation serves, as key scarce

and critical roles are not filled due to a lack of proper succession planning and available talent.

The research by Elegbe on the reality of the African workforce, offers us some insight into the scarcity of talent in Africa. It includes a journey along social, economic, political and traditional parameters. The argument that Elegbe builds is founded on key questions around the reality of what the continent and its countries offer, for example:

1. Tertiary education in many African countries turn out hundreds of graduates from universities in Nigeria, Ghana, Kenya and South Africa that can build a succession or talent pipeline, and yet why do these countries proclaim to suffer from a scarcity of talent?
2. The paradox of Africa is that the unemployment rate is high, but why do organisations complain of a shortage of talent?
3. Why is there a loss of skills in medicine, science and technology? Is it due to no or poor infrastructure and lack of opportunities, careers and income that force people with skills elsewhere?
4. Can the shortage of talent required also be blamed on the educational system that seems to be declining in many African countries? Those who excel are the elite few who have an advantage by studying at private schools.
5. Is there a knock on effect, that with the education system declining, the state of universities can also be questioned? The curriculum of most institutions does not equip students with the skills required for industry.

(Elegbe, 2012: 8-14)

The researcher observed such realities in the local government environment both through interaction with local government colleagues and at provincial government level and national government level. In all instances, the local government municipalities highlight serious challenges in the attraction of key staff. The researcher attends the National Major Municipalities Human Resources Management Forum once in a two-year cycle and the following aspects were highlighted as key concerns:

1. With regard to talent sourcing, in recent years many applications were received from talent originating from countries on the African continent and with due consideration of the requirements of the Department of Home Affairs that have to be met with regard to work permits, the municipalities do employ staff from key African countries. They occupy management and specialist roles in the municipality but are not always welcomed and treated with respect by traditional ethnic South Africans from all race groups. This practice persists even in light of the National Skills Development Strategy III published by the Department of Higher Education and Training, in which

the relevant minister confirms that South Africa must supplement its particular skills needs from elsewhere. It is acknowledged that skills must be imported to ensure economic growth (NSDS III, 2011:11)

2. With regard to tertiary education, the process of succession planning is impacted on as the talent pipeline invested in through young graduates, do not meet requirements at entry level of professional streams. More time and effort is needed to get them to the required level of competence, mainly due to the tertiary education system falling short of meeting the requirements of employers.
3. With regard to attraction and retention of talent, the succession plan should ask for investment in the mentoring of people that wish to enter the workforce as young graduates and should the graduate programmes not deliver on the outcomes needed for the world of work, then the talent pipeline is diminished.

(Major Municipalities HR Forum, 2015)

The management of talent on the African continent is dependent on understanding talent trends and practice. The next section will explore research papers, surveys and organisational practices that can offer further insight into the succession and talent practices on the continent.

2.6.2 Talent/Human capital trends in Africa

The global consulting and corporate advisory firm, Ernst and Young Advisory Services (EYAS), conducted a Sub-Saharan Africa Talent trends and practices survey in 2014. The responses received from staff in 308 organisations across 23 countries in Sub-Saharan Africa, including South Africa, provided some clarity around the reality of talent management in this region (EYAS, 2014:8). Of the 308 organisations 14.6% were from the public sector and 85.4% from the private sector, with 62% of the private sector companies being indigenous to the continent and 38% being multi-nationals that invested in Africa (EYAS, 2014:9). Some key results are captured in figure 2.8 and these include:

- In general, organisations consider talent management / succession planning and management/leadership development as high priorities, but recognise that they lack capacity to deliver on these;
- Workforce planning, performance management, HR strategy and employee engagement are all high priorities with high capacity to deal with them;
- Multi-nationals prioritise employee engagement, workforce planning, and compliance with labour laws. Indigenous companies prioritise employee engagement, workforce planning, and performance and reward; and
- From a capacity and priority perspective, multi-nationals are mostly concerned about their capabilities in employee engagement, followed by talent management and

succession planning. Indigenous companies are most concerned about talent management and succession planning, and the sourcing of scarce and critical skills. (EYAS, 2014:18-19)

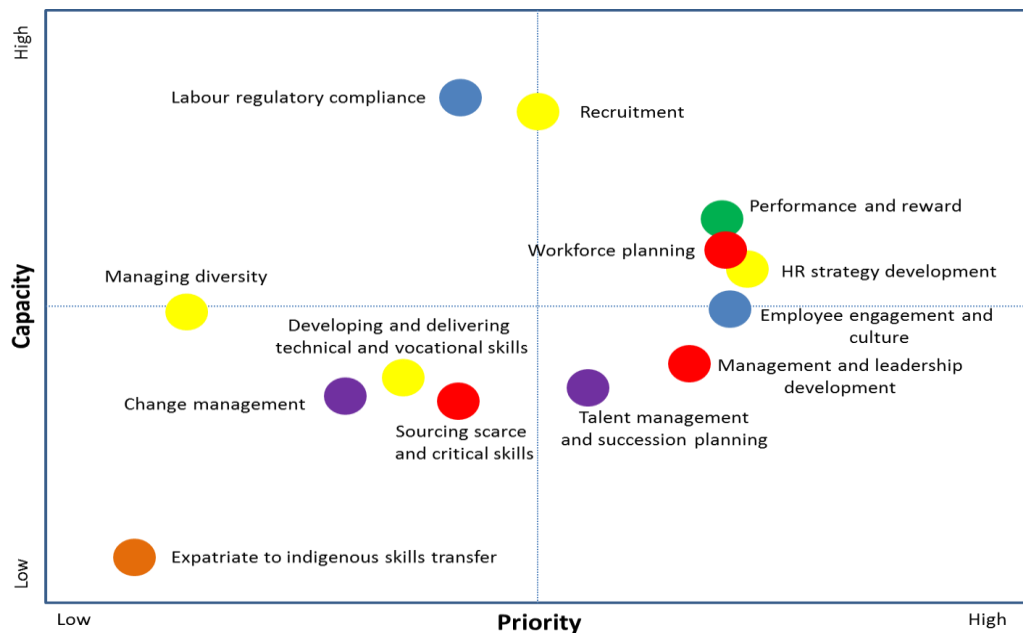


Figure 2.8: Africa 2014 HR Priority/Capacity chart – all respondents (Adapted from Ernst & Young Advisory Services, 2014:19)

The Ernst and Young research confirms that, although being a high priority, organisations cannot invest effectively in talent management and succession planning due to a lack of capacity. Most respondents admitted they are most effective in planning resource needs but least effective at implementation of succession planning and development (EYAS, 2014:37). An area of concern in the above chart is the view that sourcing of critical and scarce skills is a low priority and that there is low capacity to address this. In the South African context, this is a key concern and it is high priority with high capacity requirements to address this.

In another Africa Human Capital Trends Survey conducted in 2014, Deloitte Consulting conducted an online survey to assess key human capital trends in Africa and the readiness of business and HR executives to meet these challenges. The Africa report includes responses from 347 business and HR leaders from 15 African countries, including South Africa (Deloitte Consulting, 2014:5). The top five leading Human Capital trends for African businesses, ranked in order of importance, are: 1. leadership; 2. retention and engagement; 3. workforce capability; 4. reskilling the HR function; and 5. talent acquisition and access (Deloitte Consulting, 2014:7).

Perhaps the greatest challenge for business and HR leaders are the reported low levels of readiness and preparedness to address these trends. For these trends, the gaps between

urgency and readiness were 35% (the gap for leadership) and 27% (the gap for retention). The results from the Deloitte survey raise concern around the ability of businesses in Africa to successfully implement succession planning, especially within the context of an integrated talent management approach. The importance of leadership as core talent competence is emphasised, but the capacity of the business to generate leaders from within, remains a concern as the pipeline for future positions is not invested in (Deloitte Consulting, 2014:8).

In a country like Nigeria it was reported by Ogunlesi (2015:31) that attempts are being made to reserve 30% of positions in government for young people as they are the majority of the country's workforce yet they play no role in the running of the country. Most of the government leaders are over the age of 50 and all are serving a president that relies on their loyalty and experience. No attempt has been made to invest in the younger generation as successors of the future.

In Africa as a whole, the vision of a united view and agenda for the African people is easily discarded by the African Union. Jere (2015:33) reports that the African Union, at its summit in South Africa in 2015, remained silent on answers as to how they will address youth unemployment, amongst other people development matters.

The challenges highlighted are not uncommon to the world of work. The talent and succession planning challenge remains, owing to the culture of the traditional African way of doing. To best understand the culture of traditional African business, the researcher explored examples of companies in the public and private sector in Africa.

2.6.3 Succession planning in the private sector in Africa

A number of multi-nationals and indigenous African business entities have been exploring the reality as depicted in the human capital and talent trends surveyed by Deloitte Consulting and Ernst and Young Advisory Services. It is beyond the scope of this study to provide examples of talent management initiatives and practices across all countries of Africa. Therefore, only a few examples of businesses that explored the reality around their talent management readiness and ability to manage key challenges around succession on the African continent, are provided.

2.6.3.1 Standard Bank

The Standard Bank example explores this reality from its base in South Africa and its operations in 17 African states. They use a combination of local talent and expatriate staff in the countries where they operate. The MaritzAfrica report (2012) captures the comments from the Deputy Global Head of HR for the Standard Bank Group, Ms Shirley Zinn, who

noted that staff joining the Standard Bank Group experience the possibility of a global role. Zinn believed that many would join the group specifically for that reason and that as a result the group can show that talent is moving between the countries on the African continent. She confirms that the value proposition on offer to talent in the Standard Bank Group is the opportunity to grow and develop through moves across its offices on the African continent.

In the Standard Bank Sustainability Report (2013:5), it was confirmed that in terms of their African operations, job creation is imperative to socioeconomic development in Africa. The report proclaims that “the bank aims to be an employer of choice for talented local people who understand local dynamics, and who can provide the nuanced insight we need to achieve our strategy”. The key challenge for the bank lies in finding talented and experienced bankers in some of the African countries. In aid of its talent acquisition and attraction processes, the bank implemented a well-developed talent management and leadership development programme to nurture the skills needed to meet strategic business objectives. In support of the talent management approach lies the very crucial process of people engagement, which builds morale amongst the staff in the group. The key areas captured in the human capital management approach as explained in the Standard Bank Sustainability Report (2013:72-79) include:

1. An employee value proposition programme with the following objectives:
 - Providing clear, credible and compelling employee engagement;
 - Clarifying what is expected of employees and what they can expect in return;
 - Acting as a reference point for people management processes and behaviours;
 - Building an employment brand where acknowledgement is evident; and
 - Being a responsible and attractive employer where staff demonstrate active pride in the organisation and are strong advocates of the brand to customers.

2. The bank has an effective talent management approach ensuring the right people with the right capability are in the right roles, enabling delivery on business plans both now and in the future. This process includes talent identification, having meaningful career conversations with these individuals and providing them with relevant talent development propositions. The Executive Talent Committee is responsible for succession planning, as well as identifying and managing key management roles and critical skills required to achieve the group’s strategy. The succession process also requires every critical role to have a planning map of potential successors and their readiness levels. To identify talented individuals, the bank completes talent reviews across the group from junior management to executive level and a qualifying criterion is to ensure diversity in these talent pools.

3. The internal resourcing function is an integral part of the broader talent management approach, as it enables the bank to source and re-deploy talent internally and, where required, to recruit externally to address any skills gaps identified. They develop robust and pragmatic workforce planning scenarios to anticipate skills needs pro-actively. Each business unit has certain skills gaps that could range from sales skills in specific countries to general management experience in others. Key specialist skills requiring deep technical expertise is a common focus across the Standard Bank group. It includes a graduate internship programme.
4. The Standard Bank group believes that defined responsibilities, clear accountability, and effective performance management is critical to delivering the business strategy and helps each individual add value. By evaluating their contribution, the bank can reward its people for superior performance and identify and address their development needs.
5. Standard Bank recognises and competitively rewards those individuals and teams who make a consistent, sustainable and balanced contribution to customers, employees and shareholders, as they believe that this defines excellence and drives employee engagement. The Beyond Excellence Recognition Programme applies across all business areas and geographies, and recognises individuals and teams at any level in the organisation.
6. The focus is to develop technical, product, and customer interaction skills through skills development programmes (learnerships), graduate programmes and core technical training programmes across all levels of employees. The scarcity of skills means that talented people can find themselves tasked with high levels of leadership accountability early on in their careers, requiring that programmes are in place to develop leadership capability. These programmes, customised through the Global Leadership Centre, are driven from a central point to ensure a shared language and common set of competencies across all operations. The leadership development programmes are designed to develop the leadership capabilities required to execute their strategy, guide leaders through change and new levels of complexity, and equip leaders with the skills to establish clear accountabilities, deliver the employee value proposition and engage with their employees effectively.
7. Employment equity targets are set annually for the representation of black people, women, and people with disabilities at all occupational levels. Targeted recruitment is a key component of creating a more equitable workforce. They strive for equal

representation of women at all levels of the workforce. Currently, women are under-represented in senior and executive management levels, as well as in senior governance structures. The initiatives to drive an environment more inclusive of women include development programmes and networking forums. The Women in Leadership Programme aims to teach effective leadership skills to women in middle management roles with the view to moving them into senior management roles.

(Standard Bank Sustainability Report, 2013:72-79)

The Standard Bank example with the key components of an effective talent management programme, offers the unique elements needed by the municipality in order to consider the identification and grooming of its own talent for key succession positions. The researcher deduces that the key to the success of the Standard Bank example lies in the very crucial process of people engagement. The researcher further believes that the approach offers a contextual reality of an EVP at the onset and explores further talent management processes that support its aim of meeting the business, operational and people development and retention strategy. In order to create further understanding of culture and practices in indigenous African businesses, the researcher explored countries like Kenya and Nigeria to offer examples.

2.6.3.2 Kenya Institute of Management

In creating an understanding of succession planning, the Kenyan Institute of Management (KIM) published an article to best describe its context. The article confirms succession planning as a key issue in family businesses and goes on to explain the requirements for effective succession planning. These are listed below.

1. In today's world, succession planning relates to retirement and talent tapping within the family or business. In typical African culture and tradition, succession is viewed as the younger generation allowing an elder family member a well-deserved rest or slow time. Young talent or younger family members are given an opportunity to take over and manage the business.
2. In Kenya, planned succession exists in Kenyan businesses such as Bidco, Nishit and Company, and Quality Plus Limited. The criteria state that when appointing a successor to take up the overall leadership position in the family or business, it is important that the issue is first discussed and agreed upon. Wise African tradition states that one should not assume that the person you want to give leadership to is necessarily interested. This is the same reality if you offer people succession positions in most Western organisations and you have not engaged with the individuals. In Kenya it is important to engage the person in a truthful discussion.

3. A key requirement will be to appoint the most capable leader and not because of their age or gender. Some of the best leaders may be young. The most critical aspect is the ability of the person to lead. The key characteristics and requirements include integrity, sensitivity, people skills, sound business judgement and intuition, and willingness to serve.
4. Succession planning is not an event. It is a well thought through and detailed process and the process requires the creation of a pool of possible successors. In some instances the successor may come from outside the family or business.
5. Within the context of African business, in making succession decisions, it will help to balance family and business interests. Poor succession decisions will ruin a business and cause conflict in a family. An alternative could be management buy-out to ensure continuity of the business.

(Kenyan Institute of Management, 2012)

The key learnings taken from the Kenyan traditions can humble a person in realising that one deals with people and their traditions and culture. The success of a succession planning process is not only about the right processes, policies and systems but it must consider the reality of human beings that one is dealing with and the need to communicate and engage on the process, considering people's aspirations and personal needs.

2.6.3.3 Nigeria Oil and Gas

The evidence of succession practices is further explored in the reality of the Nigerian Oil and Gas Industry. In 2014, the consulting firm, Price Waterhouse Coopers, completed a review that revealed a preference for local in-country capacity, irrespective of the high cost of local projects. The concern was, however, around the non-availability of local manpower at the right skills level. The agreement reached with local project operators was to recruit locally but at the same time to invest in educational establishments that can produce talent with the necessary technical skills. In support of this and with due consideration for succession plans of professionals in key critical and scarce skills positions, and in support of leadership development, the accredited training programme of Nigeria Oil and Gas includes namely:

- The Oil and Gas mini Master's in Business Administration (MBA);
- World Fiscal Systems for Oil and Gas;
- Oil and Gas project economics, evaluation and financial modelling;
- Government strategies related to low oil prices and climate change;
- Accounting in oil and gas joint ventures and production sharing contracts;
- Production sharing contracts advanced master class; and
- World Legal systems and contracts for Oil and Gas.

(Price Waterhouse Coopers, 2014: 1-3)

These training programmes prepare the individual for roles across the globe who work for Nigeria Oil and Gas. The global exposure of these individuals is further enhanced through training that includes practical exposure to the industry in cities such as London, Dubai, Amsterdam, Singapore, Johannesburg, Rio and Panama City. This will secure portability of skills across the globe and ensure that leadership and professional succession is possible in multi-national oil and gas companies as well as in the local workforce across Africa (Price Waterhouse Coopers, 2014:1-3).

The municipality also recognised the need for such a leadership development programme in support of the development of key staff for future succession positions. The intention of the programme is to select key modules customised to the local government environment and linked to competencies at management level. These are attended by staff as part of an academic programme and they can immediately apply it in the workplace. The competencies are directly aligned to the management talent pipeline and offer staff the opportunity to enhance skills and competence to be ready and receptive for knowledge acquisition and transfer (Metropolitan Municipality Leadership Development Programme, 2015:4).

The evidence of the private sector in Africa provides some insight into the formal processes around succession planning and the ability to manage talent, or the lack thereof. The next section offers insight into the reality of succession planning in the public sector by outlining a few examples.

2.6.4 Succession planning in the public sector in Africa

A number of organisations on the African continent have over the past two decades contemplated the reality of how to deal with the issue of leadership development, capacity building through training and development, and sustaining the succession of key positions in organisations, especially in the public sector. A few of these initiatives follow in the next discussion.

2.6.4.1 The African Union

In 2011, the African Union (AU), at the sixteenth ordinary session of the assembly, adopted an African charter on Values and Principles of Public Service and Administration. This was in response to the call for the modernisation, improvement and entrenchment of new values of governance in the public service. Of key importance was Chapter 5 on the Management and Development of Human Resources. Key highlights include principles that are focused on recruitment and selection of staff, the performance management of staff, and specific reference to capacity building initiatives such as development programmes to empower leadership, establishing knowledge networks for sharing of information bottom-up and top-

down, and the mechanisms for storage thereof on information systems. The last key component under Chapter 5 includes mobility. This component deals with the management of career development. All of these initiatives make it possible for AU countries to commit to policies and practices in support of talent and succession planning (African Charter, 2011: 10-12).

2.6.4.2 Commonwealth of Local Government - Africa

Following on the AU charter, a number of conferences and workshops tried to establish the best possible way to address issues around management of people issues in African governments. One that definitely supported a key notion in establishing structure for people management and capacity building was the seventh Commonwealth of Local Government (CLG) Conference held in Uganda in May 2013. The Kampala declaration on developmental local government in Africa confirmed the building of local skills through job opportunities, and building staff and leadership capacity in aid of local development (CLG report, 2013:21).

2.6.4.3 East African Local Government Association

The East African Local Government Association Strategic plan for 2013 – 2017 Strategic priority 4.3 offers the following confirmation of investment in staff development and capacity building key result areas:

- Validate the needs of existing members;
- Undertake training needs assessment for new members;
- Plan training and capacity building with development partners;
- Undertake and promote relevant policy research;
- Demonstrate best practice in the region; and
- Develop a framework for peer to peer learning and study tours.

(East Africa Local Government Association Strategic Plan, 2013:14-15)

2.6.4.4 African Association of Public Administration and Management

The research concluded by Kauzya (2010: 26-29) included the African Association for Public Administration and Management 2010 Conference that highlighted the challenge of developing current and future public administration leaders at local level. According to Kauzya, the challenge is succession planning. Leaders in Africa need to ensure that leadership does not end with him or her; it is considered a cardinal duty of the leaders to ensure they have a successor that is ready to take over from them. Kauzya also mentions the development of leadership practices at local governance level and possible application nationally. The effectiveness of this, however, relies on everyone involved in local governance to contribute to the development of leaders, including the way the youth and women are engaged in local level leadership. Kauzya (2010: 29) concludes by confirming

that leaders at local governance level must leverage the potential of the people they lead, must commit themselves and their people, bring their judgement in line with the reality of the situation and develop the capabilities of everyone, including their own and their staff.

The dynamics of private sector organisations in Africa confirm that multinationals do build key critical and scarce skills from within their own workforce. Indigenous African business are in many instances restricted by laws, culture and tradition but efforts are made to invest in people development and capacity building in support of sustainable local government. These examples in the public sector in Africa offer insight into the processes and mechanisms that these institutions have implemented in support of the development of people and to ensure the availability of staff for future roles. The reality is, however, that within this context a myriad of laws governs the application and management of people practices (Kauzya, 2010: 29).

2.6.5 Legal framework in Africa

The process of governance and legal administration on the African continent, bar South Africa, offers little evidence of the rights of the employee in business as explained in the format of a constitution. As a result, countries on the African continent turn to the international arena where the United Nations (UN) offers guidelines and agreements such as the Universal Declaration of Human Rights around human relations. A specific reference must be made to the laws governing employment relations that fall under the auspices of the International Labour Organisation (ILO), a division of the UN. The ILO is also subscribed to by South Africa and forms the basis of SA labour laws (Patel & Williams, 2014:1).

In a further scan of the African continent, it was evident that most countries make provision for a labour act that include conditions of employment, contract law, employment equity, freedom of association, employee rights, and safety in the workplace. In Uganda, the labour law is a set of regulations linked to the country's constitution with ministerial decrees governing conditions of employment. In Botswana, the government has an employment act that governs employment conditions and terms of contract. In Namibia, the labour act that governed the employment landscape was replaced by a new labour and employment law in 2015 that continues to emphasise employment relationships. In all these countries, many of the labour laws were only instituted over the past 15 years and as a result there are still inconsistencies in the application thereof (Patel & Williams, 2014:1)

These pieces of legislation impact the employment relationship and dictate the approach and processes for succession and talent management. In many instances, the labour act is effective in ensuring that the content of the contract of employment, and conditions of employment are covered, but do not address issues of learning and development, staff

recruitment or processes such as workforce planning. These aspects are sometimes addressed via decrees or regulations and are not always applied. There is therefore a reliance on multi-nationals, professional organisations in the HR industry, and government entities to offer guidelines to organisations across the different African countries (Patel & Williams, 2014:1). The researcher therefore deduces that a direct comparison with South African labour laws is therefore not possible since the execution of these laws is limited in application whilst the South African system has been institutionalised and is controlled through national departments and entities that manage and govern their application.

2.7 Succession planning in South Africa

The correct implementation of succession planning within the South African private and public sector alike will have great benefits for the organisation, its staff, management and the communities they serve. The organisation will always have suitably trained staff available for key positions and employees will feel that their employer is concerned about their careers and keen to train and develop them. The challenges around talent and its availability is the same on the South African landscape as with any international organisation. The reality of African culture, tradition and practices, similar to what was evident in African countries, influence the manner in which succession planning is managed. There are therefore a number of challenges to consider.

2.7.1 Talent/Human capital challenges in South Africa

Over and above the existing global challenges to succession planning that also have a profound effect on South Africa, certain key challenges are unique to South Africa, and will further impact its ability in both the private and public sector to deliver talent acquisition, talent development and talent retention in support of effective succession planning. The African Human Capital and Labour Report – South Africa (2014:26-27 and 175-177), highlights South Africa's challenges, which include:

1. The talent that feed the labour market are not ready to take up positions. One of the reasons is that the education system does not prepare them adequately or fails them.
2. The one sector that continues to grow is the public sector, but this, with various collective and other agreements between organised labour and public sector employers, pushes the wage bill to a level where it can damage the economy. This makes public sector succession planning quite viable, but under threat, as this situation cannot continue without drastic steps to reduce the public sector workforce. Careful consideration must also be given to the reduction of the workforce so as to ensure that institutional knowledge is not lost through voluntary severance or early retirement options.

3. The country's international global competitiveness standing is ranked at 52 in the world and must be improved on as the key challenges of the education system, restrictive labour legislation, infrastructure bottlenecks, and corruption, continue to persist. This drives key talent and experienced staff out of the country to consider work and permanent residence opportunities elsewhere in the world.
4. Employment equity and equal opportunities in the workplace are key to the future of this country. However, caution must be taken that this does not change into tokenism or reverse discrimination. Due to the legacy of apartheid, the "rightsizing" of the South African workforce remains a priority and with recent amendments to the Employment Equity act, it has become an even more important element in staffing and retention. To the benefit of the organisation, efforts must commence as soon as possible to secure the institutional knowledge of the aging white males that exit local government in the next one to five years.

The South African labour market is further regulated by key pieces of labour legislation that govern the reality around talent attraction, management and development. The exploration of these pieces of legislation will offer insight as to how business need to adopt systems and procedures to ensure compliance.

2.7.2 Labour legislation in South Africa

Across a broad spectrum of sources, it is evident that the South African reality in revolutionary human resources and talent management practices came about with the onset of democracy in 1994, with many South African companies moving into the international market. It became important for these organisations to support the deployment of talent within the global arena. To attend to this reality and at the same time transform the employment and labour market landscape in South Africa, the government embarked on national reform through delivery on pieces of labour legislation aimed at the management of the employment relationship. The labour policy processes and its application in various sectors started off with the Labour Relations Act 66 of 1995, the Basic Conditions of Employment Act 75 of 1997, the Employment Equity Act 55 of 1998, and the Skills Development Act 97 of 1998; all linked to the Constitution of the Republic of South Africa and more specifically, section 23, that refers to an employee's right to fair labour practices (Nel et al., 2011:39).

These pieces of labour legislation would dictate much of human resources practice and dominate the employment landscape for the next 20 years. They are applicable in their original format, with various amendments over the years, in both the private and the public sector in South Africa. In Table 2.3, pieces of labour legislation, its focus and the impact it

would have on succession planning, is summarised. This list does not contain all relevant legislation that can impact the employment relationship, but rather the salient ones that would impact succession planning (Nel et al., 2011:41).

The focus of these pieces of legislation has been to change the way in which HR departments in various organisations had to adapt to the call for talent to ensure innovation, change and alignment to organisational culture. The reality of the changing work environment in South Africa, with a new democratically elected government at the helm since 1994, resulted in the HR profession completing a full 360 degree review in order to determine how best to manage talent in the new business environment. The South African Board for People Practices (SABPP), as a professional body in the HR industry, has been preparing HR practitioners for many years with regards to best practice and the application of HR technical and functional expertise. Since 2013, the SABPP has been involved in processes around key HR competence and standards for organisations. One such competence in the realm of talent management includes succession planning. In essence, through an HR audit, companies can determine their readiness and ability to manage the key HR functions as depicted in the SABPP standards model, and adapt their processes in line with best practice. Such initiatives can assist the HR function in each business to drive the implementation of succession planning quite successfully (Meyer, 2013:1-20).

The employee-employer relationship in South Africa also extends to legislation that operates outside of the more well-known labour legislation. The succession planning processes can easily be challenged in terms of the Promotion of Access to Information Act 2 of 2000 in which a staff member can request access to information pertaining to the employment processes; the Promotion of Administrative Justice Act 3 of 2000 confirming the right to administrative due process in law; and the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 confirming the rights of employees and prospective employees to fair and equal treatment as already proclaimed by the Constitution of South Africa and confirmed in terms of acts of discrimination and the recourse in appropriate courts of law (Nel et al., 2011: 98).

Table 2.3: Summary of South African labour legislation that impacts succession planning (Nel et al., 2011: 36 – 89)

Labour legislation	Focus area	Impact on succession planning
Labour Relations Act	Collective bargaining	Industry-specific bargaining to include opportunity for flexibility in employment contracts to allow for succession scenarios

Skills Development Act	National, sectoral and workplace strategies to develop and improve skills	Focused training and development initiatives are required as planned for via personal development programmes (PDPs) and based on gaps to be filled between current level of competence and the competence of future leadership roles
Employment Equity (EE) Act	Rights of employees in the workplace; no unfair discrimination; equal opportunities; fairness in employment	Equal opportunity for all to be exposed to the key position defined in terms of the succession planning process; fairness in consideration for replacement planning; EE targets to be considered when identifying the successor following a competitive process
Basic Conditions of Employment Act	Contract of employment; working hours; benefits; remuneration; reward and recognition	The contract of employment for the successor to be in line with the key position; benefits and working hours to be flexible to offer incentive at the level of the key position; remuneration offers such as scarce skills allowances to be considered for retention of high-potentials; high-potentials/high-performers and new leadership to be rewarded on an <i>ad hoc</i> basis with non-financial rewards such as unique projects, certificates of achievement, coaching, etc.

The legislative context and evidence from the talent management challenges presented create an insight into the requirements to be met in South Africa. The true benchmark will remain the private sector in which many succession planning practices are invested, in both a financial and non-financial reality. To explore this further, the next section will provide information and some insight to the private sector reality in South Africa.

2.7.3 Succession planning in the South African private sector

In Southall (2013) the argument is raised around South Africa's political economy and how it differs vastly from most post-colonial societies in Africa due to the existence of long established, locally based and powerful private sector dominated massive corporations. The many African countries like South Africa that have been operating at a level of stability brought about by democratic and neo-liberal political will, are reaping the benefits of foreign investment either through trade agreements, international monetary loans, or direct investment through resource availability for upgrading infrastructure, changes to agriculture and addressing socio-economic issues. As a result, the companies that do set up business in an African country bring their own policies and practices related to talent and succession management (Southall, 2013: 17). The larger organisations such as Old Mutual, SAB Miller, ABSA, Caltex, Vodacom and Price Waterhouse Coopers, to name a few, operate according

to both local and international HR management rules, policies and practices that dictate their HR strategy (Southall, 2013:18).

There are various examples that offer clarity around succession planning and talent practices in South African businesses. Below are examples of South African businesses that have embarked on succession and talent management practices since the late 1990's. Some of what is depicted in the section to follow might have been amended over the years, but it still offers the building blocks for talent management models and the examples borrowed by the municipality as well as many organisations in the public and private sector in South Africa.

2.7.3.1 The SAB Miller success story

The initial and very daunting task that SAB Ltd faced in 1999 was to drive an HR strategy that would fit with their new profile as an internationally listed company on the London stock exchange. This included the implementation of a strategic people-resourcing initiative that maximised several separate, yet integrated, people management processes. This was further enhanced with the acquisition of the Miller Brewing Company in 2002. As a new entity in the local and global market, SAB Miller had to compete in terms of human capital and had to manage the scarcity of key talent in order to sustain its market competitiveness (Bluen, 2004:104-105)

A key driving force of the company's human capital competitiveness was the nurture and development of depth of knowledge and skill in core competencies that drive the business and industry. To achieve this outcome and many others, SAB constructed a strategic people-resourcing model (Figure 2.9) in 2004 that supported a process of attracting, retaining and developing high calibre, motivated, and talented people (Bluen, 2004:107-108).

The backbone of SAB Miller's people management initiative lies in the performance management process. In this component, performance management adopts the company strategy over a five-year period and cascades it down into business, region, function, team, and individual goals. This allows the HR strategy and processes to align to business strategy and goals. The use of psychometric assessments assists SAB Miller with selection and promotion decision making as well as to assess high-performers/high-potentials for development purposes in order to secure their readiness for key positions in a leadership pipeline. The process for the performance review, competency assessment and developmental psychometric assessment, happens once a year during career development discussions and one-on-one engagements between the employee and line manager (Bluen, 2004:109)

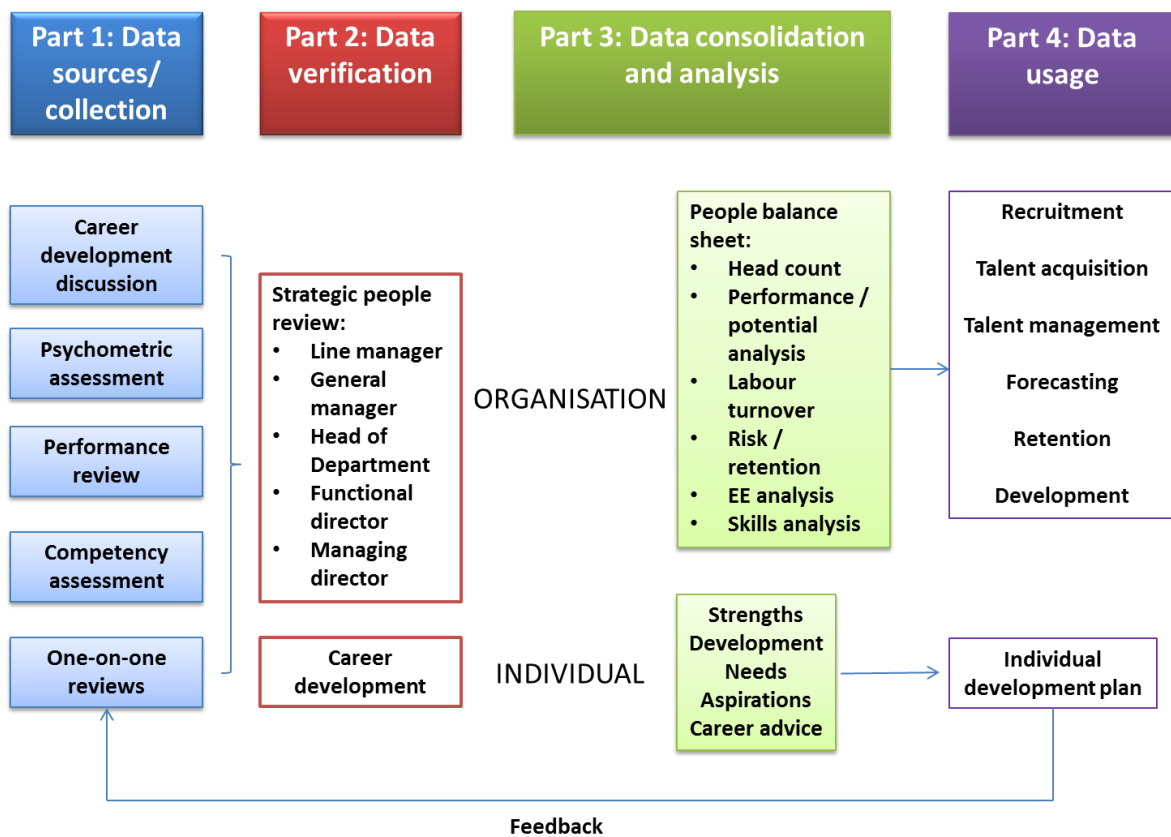


Figure 2.9: The SAB Miller strategic people-resourcing model (adapted from Bluen, 2004:108)

The development of the careers of staff in the organisation includes discussion and review of each staff member's strengths and weaknesses, current job challenges, individual development plans and career aspirations. From the perspective of SAB Miller, these career development sessions yield information used for training needs analysis, succession planning, and staff supply and demand ratio analysis. From the perspective of the employee this process provides honest, person-specific career advice, prevents unrealistic aspirations and the development/update of individual development plans based on career development learning needs assessment (Bluen, 2004:111).

Flowing from the career development process and through the identification of learning and development needs, staff at SAB Miller are exposed to anything from learnerships, apprenticeships, internships, technical and professional training, to bursaries, and first line management training. Leadership development is attended to by the top international business schools and staff are trained to enhance leadership competencies in support of the organisation's corporate competence. In support of the decisions around succession planning and management, SAB Miller conducts a strategic people review where the information obtained during career discussions, performance review, psychometric assessments, and the understanding of the individual staff member's career development

aspirations, are utilised to classify the staff members in terms of a performance – potential management grid (Figure 2.10) (Bluen, 2004:113-114).

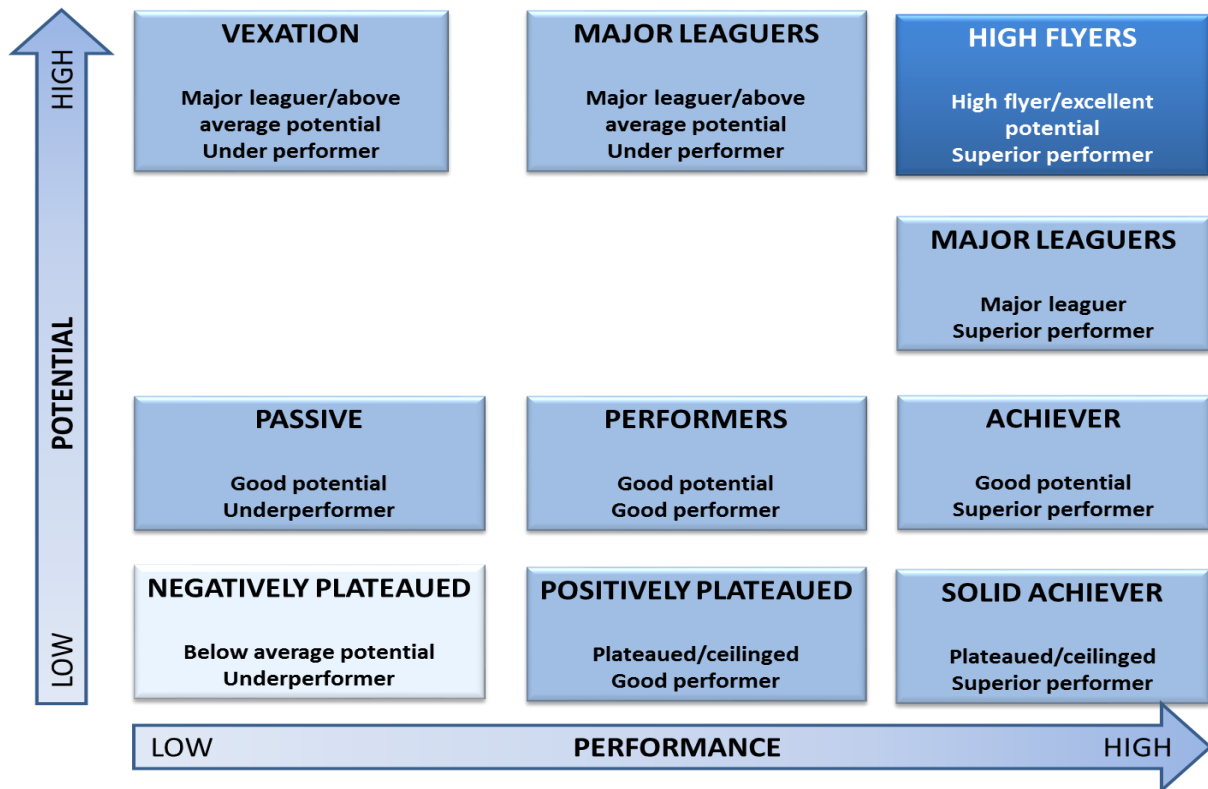


Figure 2.10: Example of a performance-potential management grid (adapted from Bluen, 2004:115)

Bluen (2004:114–115) explains the application of the grid: “Strategic people reviews are conducted at successively higher levels in the organisation. The key instrument of the strategic people review is the performance-potential grid. The 3x3 matrix has performance (underperformer, good performer, superior performer) and potential (below-average potential, good potential, above average/excellent potential) as the two axes. A third dimension of the grid focuses on what to do with the incumbents and is colour coded. Categories include hold, counsel, develop, promote or move the employee. “

Bluen (2004:114–115) confirms that performance ratings are simple to derive. However, potential determination is more complex and combines information from at least three sources:

1. Tacit knowledge (management’s educated opinion on the person’s growth, ability to take on additional positions and the timing of moves);
2. Historical data (performance, competencies, experience); and
3. Psychometric data (strengths, development areas, capabilities and aptitudes in terms of personality, cognition and judgement).

The benefit of the grid in terms of succession planning would be the focus on training and development, reward and recognition, and how to move staff as expressed in terms of the current performance/potential reality. This implies that those with superior performance and excellent potential are ready for the next level in their career and can be identified in the successor pool for leadership development, followed by specific leadership succession in terms of key positions across the organisation. To ensure the successful integration of the information secured in the human capital model of SAB Miller, a further very important requirement would be to manage the people to consider and maintain an “ongoing people focus and alerting the business to current and future people-related gaps and trends” (Bluen, 2004:116).

This example of a private sector model confirms the importance of an integrated talent management approach with performance and potential assessments as key in driving succession planning. The municipality under study does have similar initiatives and components in its own talent management approach however the practical reality of what SAB Miller achieved is not evident in the municipality example. Key learnings can thus be taken from this example since many of the initiatives are possible to implement in the local government environment.

2.7.3.2 Vodacom

The Vodacom example, according to Cillie-Schmidt (2004: 372), offers insight into their expansion into Africa, practices around employment equity, the competitive industry and changing work needs of employees required of the company to develop their management and leadership pipeline. This includes the implementation of a robust succession development programme based on acceleration pools principles.

The following section is a summarised version of the programme:

1. The selection of the candidates includes posting the profile of key positions on the company intranet, allowing staff to respond. The employee can compare their skills with the required skills of the profile and if they believe they comply, they submit a succession nomination form with a recommendation from the line manager. This is necessary as the development path for the nominee, if accepted, will be different from that of his/her current position. A line manager can also nominate an employee after discussion with the person.
2. A functional and psychometric type assessment is conducted with each candidate to create a professional and personal profile. The information on the assessments is utilised to structure a personal development plan for the employee.

3. Over and above the employee and the line manager, HR also becomes involved by assessing the employee in terms of:
 - Exemplary performance;
 - Development readiness;
 - Aspiration and ambition to develop into a senior role;
 - Professional experience of at least three to five years; and
 - Whether the employee has a graduate or equivalent qualification.
4. HR sifts through the applicants and compiles a list of nominations that meet the basic criteria. The list is submitted to the relevant director and his/her executives make a final decision on the candidates. The assessment results and professional profile are considered and the final list of candidates is presented to the succession board. Following recommendations made by the directors, the board makes the final decision on candidates for the succession pool. The process for selection of new candidates for the succession pools takes place on an annual basis. All candidates receive feedback on the outcome, and HR works closely with selected candidates and their line managers to create a customised PDP.
5. The candidates and the line managers are introduced to the programme. The candidates continue with their current job, but will be actively involved in development activities over a three-year period. They could remain in the pool longer than three years, depending on progress made in development areas. The three-year programme structure includes:
 - Vodacom's management/leadership development framework
 - Leadership/management foundation competence
 - Leading: The Vodacom Way
 - Personal mastery
 - Results focus and customer commitment
 - People management (talent management)
 - Commercial and industrial knowledge
 - Regulatory and policy environment
 - Organisation change and innovation management
6. The candidates then receive exposure to further development needs in relation to the foundation competencies. They attend a Management Development Centre where awareness is created of the competencies needed by a manager/leader. Specific development needs are identified and emphasised in a customised development plan that may include coaching and mentoring, learning programmes, academic programmes, on-the-job development and self-development actions such as reading books.

7. Senior management develops interventions and projects to allow candidates to gain exposure to assignments linked to company objectives. This is monitored by top management and results are brought into the programme for discussion around key competencies.
8. The programme runs its course over a three-year period:
 - Year one – development of individual strengths and development areas;
 - Year two – development of candidates in a team context; and
 - Year three – candidates receive exposure to specific functions within the business through rotation and mentorship.
9. Monitoring and review of the success of the programme by determining the readiness of the candidates to take up positions at the next managerial level. Candidates receive development opportunities, but must still apply for vacancies that may occur at the next managerial level. This phase also includes:
 - Submission of monthly/quarterly reports by candidates on progress made and learning experiences, achievement of development objectives, business coaching, and factors impacting their development;
 - Quarterly follow-up visits by HR to implement corrective action if necessary;
 - Functional review panels by directors to determine progress and whether a candidate is to remain in the pool or not;
 - Interim evaluation after year one through a computerised simulation to determine focus areas for development in year two; and
 - 360 degree evaluations to be completed on a biannual basis throughout the programme by the candidate. Development feedback is given.

The roles and responsibilities of all stakeholders are clearly defined and include the remuneration committee, the succession board, the functional review panel, the line manager, the candidate, and HR (Cillie-Schmidt, 2004:378–393).

Albeit that the example provided dates back to 2004, the Vodacom example remains one of the key succession programmes adopted by large organisations in South Africa to date. Over the years some amendments might have been made, but the essence of the programme stood the test of time. It therefore offers a good context for the municipality in which the succession planning process can be implemented. The current reality for the municipality is that the process and the practical application of talent management and succession planning is not evident, roles and responsibilities are not clear, structure for the succession process is lacking, and as a result, the loss of critical and scarce skills persists.

The Vodacom example compares very well with the efforts of Standard Bank in making a success of talent management in Africa and in both instances key learnings can be taken by

the municipality that will be conducive to an effective succession planning process. These include the processes of engagement between staff and management, effective development programmes and an investment in a proper process of planning, implementing and managing succession scenarios. The reality is also that in both instances these are established as programmes and formalised through policy. This does not cause confusion as to how the processes works, who is responsible for the steps in the process or how the process is controlled as described in the relevant policies and programmes.

In the SAB Miller and Vodacom examples, the key learnings for the municipality would be the importance of potential and other functional assessments in aid of the succession decision, more specifically the selection of the staff who are to enter the successor pools. The development of the successors through on-the-job-training, coaching, mentoring and work assignments are also key learnings for the municipality.

The examples of the private sector organisations in Africa and South Africa confirm how the talent management and succession processes should be implemented and serve therefore as a benchmark against the practices of the municipality. The municipal environment is based on the background to the public sector. This will now be explored.

2.7.4 The South African public sector

The South African public sector is described based on the three spheres of government in existence in South Africa. This includes the national, provincial and local government structures as determined by the Constitution of the Republic of South Africa (Act 108 of 1996) (South Africa.1996:1267-1269). The principles of cooperative governance are explained and the difference in areas of responsibility clearly captured in schedule 4 and schedule 5 of the Constitution in terms of functional areas of concurrent national, provincial and local government competence as set out in Part A and Part B of these sections (South Africa, 1996:1331(36-38)).

The Constitution sets out the separation of duties and responsibilities for the three spheres, however Koketso (2011:19-20) captures the competitive environment in which public service departments operate, confirming their individual needs of acquiring talent in a range of scarce skills categories that are in shortage and as such they poach from each other. This creates competition, even amongst these three spheres of government in attracting similar resources from the open market and government. The movement of people between the three spheres is a factor to contend with, even though each sphere operates at different levels (national, provincial and local). National and provincial government are fully integrated in terms of policy, procedure, systems and operations, offering opportunities for secondment

and transfer and also to consider factors of succession planning across national and provincial structures. The integration with local government was, however, not possible as a separate department at national level governs local government and has allowed municipalities since 1995 to create their own structures, systems, processes and applications (Lepheana, 2012:36).

The newly gazetted Public Administration Management (PAM) (Act 11 of 2014) offers the opportunity to arrange for staff transfer or secondment between all three spheres of government (South Africa, 2014: 10-12). Even more, to empower any government department or municipality, the Act confirms the intentions around public service capacity development to be managed by institutions in aid of talent development. The key areas captured include the requirement to develop human resource capacity through education and training, to ensure that staff perform their functions efficiently, collaboratively, with due consideration of quality and in an accountable manner (PAM Act, South Africa, 2014:14). This places an onus on the municipal manager to take ownership of the development of key staff in support of skills development and retention.

The inception of the practices amongst the three spheres raised the question as to the effectiveness of service delivery if there are inconsistent practices amongst the three spheres. In an attempt to understand much of the shortage of skills created by structure, process and legislation governing the public sector, in 2010 the Public Service Commission (PSC) investigated this matter and reported that the shortage of skills has been identified as the single greatest impediment to the success of public infrastructure and private investment programmes across all spheres. Even though extensive work has been done at national level to identify occupational categories most affected by labour shortages, introducing initiatives to attract and retain staff in these areas is not enough to introduce targeted interventions. As a result, skills shortages are continuing to constrain government's delivery programmes. The PSC has also found that there are challenges that departments experience in recruiting and retaining employees with scarce skills which is evident in the high vacancy and turnover rates within departments (South Africa. Public Service Commission Report, 2010: vii-viii).

The research concluded by Koketso (2011:119) offers a recommendation to the public sector to try and curb the shortage of talent. Koketso suggests that the public sector research succession planning in order to manage the loss of talent due to senior staff retiring and staff exiting the service of the government.

The evidence offered above creates an understanding of the context of succession planning in local government. The conflict however lie in the processes and applications invested in by

national and provincial government as two spheres of the public service. The integration with local government need to serve the greater good of the country in supporting service delivery at all levels. These need to be explored to understand the local government reality.

2.7.5 Succession planning in the national and provincial government

The 1994 general election in South Africa brought about plans for transformation and change in order to eradicate discriminatory practices and legislation that for many years undermined millions of South Africans. The government immediately went about establishing a new constitution in 1994 and important pieces of legislation followed. This included the White Paper on the Public Service to support the transformation of the public service at the time. By 1998 the government was concerned that the changes desired through transformation and change in the public service were not happening as it should. At the time, the then State President Nelson Mandela, appointed a presidential review commission chaired by Dr Vincent Maphai to investigate and report on the proposed reform and transformation of the public service in South Africa. An annexure to this report highlighted the importance of human resources processes and mechanisms to ensure the effective management of people resources. In chapter 4 of the report, the requirements for the transformation of human resources are identified and it was found that even amongst HR staff in departments of the public sector, there was a misunderstanding or even no understanding of key HR concepts such as HR planning and HR strategy (South Africa. Presidential Review Commission, 1998:50).

The key was that different HR processes such as job profiling, recruitment and selection, performance management and training, and development had to be managed in an integrated manner to enable HR planning and strategy implementation. It was also evident that senior management with the expertise and understanding of such HR processes took early retirement or voluntary severance packages during the 1998 restructuring and thereby left a void in terms of knowledge with regards to managing these functions into the future. The commission suggested training and re-training in these HR functional areas and the development of clear guidelines in support of the execution of HR functions in the public service (South Africa. Presidential Review Commission, 1998:50).

The researcher further identified the initial investment in HR planning and strategy in the White Paper on Human Resources Management with the focus at the time on its integration with other HR functions to enable the development of people in key positions and for the development of managers and supervisors for the leadership echelon (South Africa.1997:17) This included succession planning with a specific integration with processes that included

key position identification, filling of positions as a planned process and the identification of successors either internal or external to the public service (South Africa.1997:18).

The application of HR management in the public sector and more specifically its link with succession planning, is explained by Erasmus et al. (2005:148), confirming in the first instance the importance of understanding succession planning as a component of the strategic public sector HR planning process. Erasmus explains that in understanding the importance of workforce supply forecasting, it is evident that the source of the talent identified during forecasting analysis, lies both internal and external to the organisation. The use of judgemental forecasting techniques assists in distinguishing between replacement planning and succession planning. In the public sector, these two concepts differ (Erasmus, 2005:149).

In Erasmus et al., (2005:148), replacement planning in the public service is described as a relatively short-term technique which uses replacement charts that indicate the names of current incumbents in the organisational chart of the business, together with their most likely replacements. These charts clearly indicate where potential vacancies occur based on performance levels. The term succession planning is referred to for longer term and more flexible methods that focus on the development of managers and leaders.

The discussions around succession planning and replacement planning in the public sector are summarised in Table 2.4 as a simplistic summary of the public sectors' view of replacement planning and succession planning. These examples also correspond with the earlier definitions around the differences as perceived by talent management researchers.

Table 2.4: Replacement planning and succession planning in the public sector (adapted from Erasmus, 2005:148-149)

Characteristic	Replacement planning	Succession planning
<i>Time</i>	Short timespan up to 12 months	Long-term
<i>Candidate selection</i>	Best candidate chosen	Best potential development candidate is chosen
<i>Flexibility</i>	Very flexible	Perceived as being flexible
<i>Limitation</i>	Yes, structure of the plan	No, promotes development and thinking about alternative candidates
<i>Experience base of managers</i>	Based on judgement and observation of candidates	Based on input and discussions involving a number of other public sector managers

<i>Development planning for the managers</i>	Informal	Formal and extensive; includes specific long-term personal development plans
<i>Filling of the vacant post</i>	The identified candidate can fill the vacant post temporarily.	All candidates are considered for the post because a pool of candidates has been identified

The differentiating components of this summary are the characteristics that require further understanding in terms of difference in application as understood for the public service reality.

At the national government level, the South African Qualifications Authority (SAQA) example of a succession planning policy is considered. Published in 2013, it confirmed the context within which succession planning is applied. The key purpose of the policy was to enable SAQA to identify and prepare the right people for the right positions at the times needed, to reinforce competent performance, and the use of the Employment Equity plan for the organisation followed by investment in leadership, management and technical competencies. It also included mechanisms for the advancement of staff in their career including the use of mentoring and coaching. Ownership of the succession planning process was ascribed to management, driven by top management and supported by HR. It is linked to the business strategy of the organisation, and is implemented in line with talent recruitment, development, performance, and retention (SAQA, 2013:1-6).

As an example of the application of succession planning at provincial level, the Draft Transversal Policy Framework on Human Resource Development of the Provincial Government of the Western Cape, as captured in the Blueprint for the Modernisation Programme for Provincial Training in this province, is designed in support of a process of cross-functional management and integration, and was analysed to determine provincial practices. The policy framework offers certain objectives as applicable to the relevant provincial government. A key objective is the promotion of an integrated strategic approach to HR development in line with provincial and departmental mandates and objectives. This will be achieved through:

1. Integrated HR planning – linking organisation and business strategy and plans as well as human capital supply and demand analysis in order for key skills gaps to be identified.
2. The need for skills gaps to be addressed can be mapped in terms of a workplace skills plan that covers both department specific and individual training needs in support of training in line with the current jobs and/or future roles.

3. The use of a personal development plan that captures the key competencies for the position and learning programmes and other initiatives are identified for the person.
4. Competency frameworks are utilised to determine career requirements across various occupational categories and the competencies needed to operate cross-functionally.
5. Competency-based learning programmes were developed to deal with these functional areas including financial management and supply chain management, with delivery plans for each.
6. Evidence-based competency assessments are performed to determine individual development that needs to be addressed. This assists with the learning programme of high-potentials and future successors.
7. Training initiatives were designed around mandatory training needed to equip employees to fulfil the requirements of their job; career and succession training to develop staff for future roles; and training on cross-functional outcomes (technical, leadership, scarce areas) to ensure further portability of skills across project teams; working groups; and making staff more marketable within the province and elsewhere in the public service.

(Draft Transversal Policy Framework on Human Resource Development, 2009:95 - 106)

The link between the developmental demands of the South African public sector and local government was evident in a variety of literature. The context of the local government mandate as set out in the Constitution was evaluated and it can be best described in terms of an understanding of the South African public sector, where De Wet (2010:15–17) offers an explanation of the ex-president of South Africa, Thabo Mbeki, who confirms the “socio-political setting within which South Africa finds itself and of the democratic developmental state with its two tiered economy that depicts the reality of a unique odyssey”. De Wet (2010:17) confirms that a developmental state has two layers or tiers. The first layer represents a belief system and the second layer confirms an arrangement or an organisation. According to De Wet (2010:17), the developmental state is grounded on a “developmentalist” approach that supports the achievement of the developmental agenda of the state with a rapidly growing economy as primary objective. Further to this, the state is identified as an organisation and “central force” in the “politics of development”.

In realising the developmental objectives of the country, in May 2009 President Jacob Zuma appointed Mr Trevor Manuel as the head of the National Planning Commission to develop a National Development Plan 2030 that had to set certain enabling milestones, including ensuring that skilled, technical, professional and managerial posts better reflect the country’s racial, gender and disability makeup. Critical actions include the professionalisation of the public service, and support for individual, institutional and environmental capacity building

(African Human Capital and Labour report – South Africa, 2014:19–20). In the context of HR management and succession planning in local government, the enabling milestone and critical action highlighted above will be explored further in the section on local government.

2.7.6 Local Government

The transformation of the local government landscape since 1994 has resulted in many experienced staff resigning or taking early retirement packages, leaving some municipalities with no expertise to run key infrastructure. Areas affected included the supply of fresh drinking water, the provision of electricity, transport systems, upkeep of roads and proper management of facilities such as libraries, clinics and housing offices, amongst others. A number of projects and initiatives were implemented by national government to address this issue, but any expected successes were hampered by continued transformation, attempts to “rightsize” and “down-size” the political and institutional landscape following local government elections, and the issue of shared responsibility versus individual autonomy for service delivery mandates that became blurred in the structural designs of the three spheres of government (McKenzie, 2010:10).

In the review article by McKenzie (2010:21), Project Consolidate was to focus on the engagement of local government, both within the functional management of the municipalities as well as service delivery to the community. This was seen as an attempt to address the problems that local government was experiencing at the time, including those highlighted in the paragraph above. The focus of Project Consolidate was to, amongst others, implement capacity building programmes and systems that would include HR development and improved organisational culture. In 2006, the National Government Department for Provincial and Local Government responded by approving the completion of a National Skills Audit of all 286 municipalities (including metropolitan municipalities) to identify the qualifications, skills, experience, training and competencies resident within staff employed across local government in South Africa. The government did not know the skills sets available in local government and with the possibility at the time of a single public service (national, provincial and local government fully integrated), such information would go a long way in managing the transfer of skills across all three spheres in aid of service delivery priorities (National Capacity Building Framework, 2007:95).

This initiative was included in the establishment of the Five Year Local Government Strategic Agenda (2006–2011) as approved at a Cabinet Lekgotla where a commitment was made to strengthen local government through revising the National Capacity Building Framework (NCBF) for Local Government; an amendment to the first framework implemented in 2004. The amendment was to include individual capacity building. The National Capacity Building

Framework confirms that individual capacity refers to the potential and competency or lack thereof that can be found within a person and is normally reflected through his or her specific technical and generic skills, knowledge, attitudes and behaviour. Individual capacity is usually acquired through education, training, experience, networks and values (NCBF, 2007:6).

In the context of the above, national government soon realised that individual capacity building must be prioritised to ensure the retention of staff in critical and scarce skills occupations and to ensure that processes, practices and supporting mechanisms are in place to manage an ageing workforce in the local government sector. One of the capacity challenges that came to light through the National Capacity Building Framework for Local government 2012 – 2016 (2012:57-58), was that a shortage of staff in particular occupations was hampering service delivery effectiveness and efficiency. Particular focus was to be placed on occupational areas such as finance, engineering, municipal planning, environmental health, artisans and economic development, as well as emergency and disaster management. Significant skill gaps that existed in strategic management, financial management, project and contract management, financial management and financial systems administration, and human resources were identified as key areas for training and development through the Local Government Sector Education Training Authority (LGSETA). This was reiterated in the National Capacity Building Framework for Local Government for 2016 and beyond (2016:11) with an emphasis on the prioritisation of capacity constraints in key competence areas that affect not only individual capacity building, but also institutional capacity.

These capacity challenges were serious and key initiatives were implemented to address them. Koma (2010) highlights that one of the most popular initiatives were the Local Government Competency Guidelines for Municipal Managers and Managers directly accountable to Municipal Managers, Notice 347 of 2007, in terms of section 72 of the Municipal Systems Act of 2000. In terms of these competencies, the career path and required levels of competence for the leadership echelon in a municipality was defined, with key standards and outputs for performance and development clearly outlined (South Africa. 2007:36-42). This will ensure that succession planning can be standardised in terms of the requirements to be met by successors. The concern, however, is that those in the running for possible future leadership roles at executive level, are keenly aware that the leadership roles at the executive level remain contract positions and that one is appointed on a five-year performance-based contract. Many with permanent status and accrued tenure of over 30 years are not keen to accept the change in employment status, never mind the political and functional challenge which the position brings (Koma, 2010:116-117).

The second most popular and much talked about initiative was the National Treasury Municipal Financial Management Programme in line with minimum competency levels for financial officials in local government, as underpinned by the Municipal Financial Management Act of 2003. This required finance staff in the financial department and devolved departmental finance officials of all municipalities to be in adherence with a set of competencies attached to modules that are linked to an outcomes based and credit bearing academic qualification (South Africa, 2007:7). This approach is in itself helpful in separating the talent from the normal staff in the organisation and knowing the extent of the academic programme and the competencies in question; succession planning for these positions in the municipality is therefore confined to compliance as per the regulation. This impacts future succession planning in the finance profession in local government since, according to the National Treasury regulation, no appointments / promotions can be made if the candidates were not in possession of this qualification (South Africa, 2007:20-21). This rule was later relaxed to offer the opportunity to staff to acquire the qualification within 12 months (2015) and later possibly 18 months, as to be determined by an exemption notice of National Treasury (South Africa, 2015).

Over and above these programmes, at the centre of the success of local government lies its service delivery mandate and this can only be successfully executed if no capacity issue exists, especially with regard to qualifications and financial competence. Burger (2014:6) confirms that service delivery failures and financial unsustainability are ascribed to human incapacity. Burger continues to cite the minister for the National Department of Cooperative Governance in 2014, Pravin Gordhan, in his indictment of municipal managers for not having the prerequisite qualifications to manage billions of rands directed at local service delivery (Burger, 2014:6).

The reality of the local government legislative environment is mainly governed by the Municipal Structures Act (117 of 1998) and the Municipal Systems Act (32 of 2000). Whilst the structures act confirmed the context and application of municipal services in demarcated boundaries, the systems act supports the processes and systems to be developed to ensure the operationalisation and strategic focus of local government. A key component of the Municipal Systems Act is captured in the chapters on performance management, HR systems (Section 66 in particular) and management of municipal organisational structures.

Consistent application of succession planning will not be achieved unless practices are standardised. Here lies the challenge for South Africa as the country faces a relatively new local government system that has been in operation for 15 years, but it still adheres to the

policies, practices, culture and applications of the pre-2000 amalgamation of local authorities in terms of the Municipal Structures Act of 1998 and the Municipal Demarcation Board established in terms of this act (South Africa. 1998:1-2).

The application of human resources processes includes the need to standardise processes and practices. This will assist in enabling succession planning as a strategic component of the talent and human resources function of any municipality. At a national level, the Department of Cooperative Governance offers support to municipalities through facilitation sessions; it also provides the development and circulation of guidelines for Human Resources Strategy Development. This includes linking key components of a people management value proposition, capturing the conceptualisation of HR strategy linked to the business strategy and strategic HR Planning, sourcing and planning, capacity building, performance management, remuneration and reward, exit management and the management of these processes on a talent management continuum. This was introduced in 2014 and offered municipalities an understanding of the linkages that can assist in effective HR practices (South Africa. Department of Cooperative Governance, 2014:11).

In reviewing the methodology intended for the implementation of succession planning in the context of a talent management framework, it is evident to the researcher that many local government municipalities face key challenges to that of the metropolitan municipality of eThekweni (Durban). As reported in the eThekweni Municipality Talent Management research paper (2011), these include:

- Slow response to change due to an entrenched culture, leadership style and strong trade union involvement through local labour forums;
- Critical skills shortage;
- Ageing workforce – loss of corporate knowledge, retirement;
- Remaining gaps in aligning business strategy to people capacity;
- No clear value proposition to retain key technical and leadership talent;
- Limited opportunities for job enlargement, enrichment, mobility and broadening of experience;
- Lack of clear competency frameworks to identify skills needs;
- Time delays and sometime misalignment between identification of skills gaps and implementation of learning interventions;
- No clear differentiation in development of high flyers and staff in key positions;
- Untapped potential across individual performance, opportunity and innovation;
- Inconsistent application of processes for developing succession plans; and
- The challenge of harnessing and optimising employment equity and diversity.

(eThekweni, 2011:5)

There are a number of examples of policies and practices in the municipal environment that focus on the talent management and succession processes. These include:

- The eThekweni talent management framework offers a process and strategy that can serve as an example of the talent management process in local government. The process includes the following components:
 1. Talent management committee – overarching committee; discuss the strategic decisions regarding talent in the municipality and include identification and categorisation of talent, succession plans and development for mission critical positions and scarce skills posts
 2. Talent management – ongoing co-ordination, management and monitoring of talent; includes setting talent goals and measures, building capacity for implementation and monitoring and reporting of talent management activities
 3. Strategic approach – Alignment of the talent strategy with the business strategy – balancing business challenges, organisational capability and people capability
 4. Talent identification – includes the identification of mission critical positions and scarce skills positions – and succession planning – matching the identified individuals with future potential positions and creating talent pools for certain key levels; also includes development and retention of talent
 5. Talent recruitment – strategic approach to attracting and recruiting talent both internally and externally to address the gaps that may have been identified in succession planning processes and through the talent management committee
 6. Talent development – this includes the various development actions for the talent pool to address the talent gap, including performance development (developing skills for current job) and career development (developing skills for future potential jobs)
 7. Talent retention – this includes the retention of the existing talent pool and broad category of employees through a sound employee value proposition and with accountability at all levels, infusing the right behaviours and leadership style, instilling a talent mindset, rewarding talent financially and recognising talent through non-financial means such as mentoring, job rotation, role challenge, work life balance and recognition schemes.

(eThekweni, 2011:14-15)

- The Career Succession/Retention Planning policy of Merafong City Local Municipality also offers guidance as to succession processes and practices. In the case of Merafong City, the application clearly lies in the integration with business and HR strategy, followed by a five-stage approach:

1. Identification of key positions
2. Confirm that the content of job descriptions and specifications are up-to-date
3. Replacement planning for each position
4. Forecasting staff promotability
5. Evaluation of training, development and experiential needs

(Merafong, 2013:4-5)

The Merafong example also reveals that the process is reviewed annually by senior management along with professional guidance and support from HR.

- The City of uMhlatuze staff recruitment, retention and succession plan (2009) describes succession planning as an event planned over a five-year period; closer to the time the key position is advertised and filled via a competitive process. The practice applied asks for three successors to be identified upfront. They are offered development and mentoring opportunities in line with the key positions (leadership or technical). This is reviewed annually to determine how well the person is doing in terms of performance and development towards the key position requirements. The competitive process only begins when the senior person retires or leaves. Further development on-the-job is offered through mentoring from either inside or outside the organisation (City of uMhlatuze, 2009:17).
- In the example of Kwadukuza Municipality Case Study offered to delegates at the SALGA HRM&D conference 5 - 6 March 2013, the rationale and objectives of the succession planning policy is to:
 1. Ensure business continuity and preservation of institutional memory in the event of unplanned departure of key employees occupying critical positions;
 2. Ensure that employees are prepared and trained for the roles and responsibilities of the future by developing talent;
 3. Provide career growth opportunities that help to motivate and retain current employees;
 4. Enable staff to become suitable candidates for future roles as the organisation evolves;
 5. Enable staff to develop so that they can be the 'best possible candidate that they can be' when an opportunity arises for recruitment;
 6. Create an ongoing supply of well trained, broadly experienced, and well-motivated employees who are ready to step into key positions as and when required;
 7. Define employee career paths, which will help the municipality to develop and retain a pool of suitably qualified employees;

8. Make the best use of internal staffing resources and talent by “growing our own”
(Khubeka, 2013:22)

In an attempt to offer support to municipalities, the local government association, SALGA, drafted a succession planning policy, and although the document does not specify the exact process for the filling of the key position, it does offer a process that can be followed to prepare staff for a succession scenario. This includes the link with HR planning; populating the succession planning chart and documenting possible successors, followed by determining which development areas should be invested in. This is followed by the development of an action plan to implement development opportunities; competency/individual development plan population; career path development; and implementation and monitoring (SALGA, 2014:143-150).

In creating an understanding of service delivery in certain municipalities, Weideman (2013:34–35) reports that due to the current state of human resource management practices, municipalities are not as effective. Weideman continues with confirmation that the Department of Cooperative Governance and Traditional Affairs (COGTA), the German Agency for Technical Cooperation (GIZ), and SALGA conducted an in-depth analysis of the impact such practices have and as a result wish to push for professionalism in local government in order to ensure that jobs in the sector become the career of choice. According to Weideman (2013:34–35), the strategy has one very crucial objective and that is to assist municipalities in making better use of the human capital at their disposal. He confirms that such initiatives will assist in promoting development across local government and will have the knock-on effect of improving service delivery.

Myrick and Gwala argue that if government is serious about the milestones and critical actions around capacity building and professionalisation as envisaged in the National Development Plan 2030, then the initiatives of SALGA and COGTA regarding these aspects must be invested in within the local government context through a key mechanism that drives service delivery and accountability in local government: the Integrated Development Plan (IDP) of the municipality is required in terms of the Municipal Systems Act. Born out of key local government programmes such as “Back to basics” and “Beyond the basics” as recently proclaimed, lies the opportunity in every local authority’s IDP to allow HR strategy and programmes in support of the professionalisation and human development projects of local government (competency and competence building), and the implementation of institutional, individual and environmental capacity building (Myrick & Gwala, 2012:7).

With regards to the professionalisation of local government, SALGA (2015:32) confirms that it is important to address the lack of competencies in staff, fill key vacant posts, ensure key officials have minimum competencies and skills, reduce dependency on consultants and empower government employees. Individual capacity building will focus on the effective implementation of the Learning Framework for Local Government developed in partnership with SALGA, LGSETA, COGTA, SAMWU (South African Municipal Workers' Union) and IMATU (Independent Municipal and Allied Trade Union) in support of this initiative (South Africa. Learning Framework for Local Government, 2012:3-6). The success of the learning framework will, however, rest on effective information being available to the municipality in the format of a skills audit to establish the status of an individual's capacity / development needs of employees through determining current qualification(s), experience and competence in a set time frame in a specific post and occupational grouping and functional unit. It is also important to compare the individual's capacity to the combination of qualification(s), experience and competence required for the specific post and occupational grouping and functional unit; and then establish the difference between current functional needs and the individual capacity of the staff member (South Africa. Learning Framework for Local government, 2012:3). This information will be critical for what is commonly known as the person to profile match-up in succession planning.

The importance of the skills audit approach and outcomes of the succession planning process were evident in the approach led by Mr Edward Jantjies, the Mossel Bay Municipality's Director: Corporate Services. Jantjies in 2014 emphasised the importance of succession planning as an essential tool to ensure stability and the retention of organisational intellectual property in municipalities. He specifies the importance of knowledge and skills that reside with officials between the ages of 40 to 60 years and confirms that although many municipalities should be making some effort to retain this intellectual property, it was a reactive exercise. He confirms that succession planning decisions must be made and owned by the municipal council and senior management in order to ensure development of employees so that key positions remain stable and occupied, thus enabling municipalities to achieve their business objectives. Mr Jantjies explained that it was important to include line managers in the development of a succession planning strategy and to allow them to implement such a strategy. The link with the skills audit requirement was evident when he confirmed the importance of thorough assessment at each level to determine which jobs were crucial to the municipality's survival. In summary, once a municipality has decided to implement succession planning, the following steps should be followed as a guideline:

1. Institutionalise succession planning by either developing and adopting a Succession Planning Policy or incorporating it into HR policy

2. Communicate strategy and policy throughout the municipality
3. Identify current and future key positions and key groups
4. Identify the knowledge skills and competencies required
5. Identify and assess potential candidates and mentors
6. Identify the required knowledge, skills and competencies gaps and develop capacity building plans to address these
7. Implement and continuously monitor and evaluate progress.

(SALGA. Western Cape Working Groups Highlights, 2014:7-8)

The information extracted from policies and programmes as a sample of the local government reality, confirms that succession planning is definitely a concern across the municipal spectrum. The efforts made to capture the essence of process and practice in these working documents is commendable, however the challenge lies in the application thereof, the capacity to implement the objectives or the intentions to manage succession and the understanding of such process in the capacity of line managers and human resource professionals. In the section to follow, insight is offered to the succession planning process in the metropolitan municipality that is at the focus of this research study.

2.7.7 The Metropolitan Municipality

The metropolitan municipality is one of eight in the country that were established in the year 2000 as a new metropolitan municipality as determined by the Municipal Structures Act (117 of 1998). The local government landscape was ever changing and in the period 2000 – 2015, the municipality underwent five processes of political change and restructuring. This in itself creates difficulty for the staff tasked with the human resources function since stability in processes, systems, policy and application may continue to shift. In the context of the metropolitan municipality considered for this research study, the fact is, that even though political changes were taking place, the human resources function was managed by the same group of staff over the period mentioned. This created some stability in human resources practices and applications. The reality of succession planning in the metropolitan municipality was its inclusion and application as an element of the integrated talent management framework and programme.

2.7.7.1 Background to the integrated talent management programme

In 2006, the new political dispensation in the municipality developed a transformation plan to ensure continuity in the execution of a newly established mandate for the municipality and the community it serves. A key outcome of the transformation initiative was the development and implementation of a new human resources strategy and a human capital development programme. The transformation plan emphasised an employee value proposition and the

implementation of a talent management framework to ensure an investment in initiatives that would support the development of staff as a key asset. The talent management framework would focus on the importance of integrating competency management, individual performance management, personal development planning, the measurement and understanding of staff potential, the establishment and management of talent pools, staff development planning, including career and succession planning, and staffing strategy that would include an attraction and retention strategy. However, the key to successful talent management would lie in understanding the staff that work for the organisation through continuous engagement and ensuring they understand the requirements, expected performance standards and key outcomes of the position they were appointed to (Metropolitan Municipality. Human Resources Transformation Plan, 2007).

In 2007, in furthering its transformation and talent management programmes, the municipality responded to the skills audit initiative and the capacity building programme of national government and decided that in response to the call for a national skills audit, a full competence assessment project had to be launched to understand the skills, knowledge, experience and qualifications of staff across all occupational areas in the metropolitan municipality. The skills audit was planned over a period of four years (2008 – 2012) to ensure that the full staff complement of around 26 000 would be assessed. This would aid the effective implementation of the talent management programme as skills information of staff at all levels in the municipality would be available (Metropolitan Municipality Skills Audit report, 2012).

The first group of 2200 staff at management and senior professional levels was assessed between July 2008 and June 2011. A further 8500 staff at administrative, technical, supervisory and junior professional level were assessed between 2009 – 2012. In all instances, a full assessment centre approach was implemented, consisting of assessment questionnaires and psychometric type tests selected for personal development purposes. It became evident that at certain key technical, tactical and strategic occupational levels, the metropolitan municipality was at risk, as key critical skills required at these levels were not at the expected competency level. The metropolitan municipality would have to invest in specific development and training interventions to ensure an acceptable job competence level supporting the metropolitan municipality's standard of service delivery. The information further revealed that a serious effort must be made to invest in the competencies of staff at various levels to support the key job requirements of certain professional, management, and technical roles in the organisation. These could include on-the-job training, coaching, mentoring and job rotation. The project further revealed that for the management and senior professional group, the average tenure of the staff in this category in the metropolitan

municipality is around 20 years. In many instances, retirement is looming within the next two to five years and the metropolitan municipality will be losing a number of key staff with years of experience and institutional/technical knowledge at management and senior professional level (Metropolitan Municipality Skills Audit report, 2012).

As an outcome of the skills audit, each staff member that participated received a personal development plan that contained the key competencies depicted as areas of strength and areas of development. The requirement was for the development plans to be incorporated into the talent management process which, at the time, was still being developed. By September 2010, the first draft talent management framework and supporting competency frameworks across 22 key occupational areas in the municipality were completed. This talent management framework captured the key component parts that supported decision making around key positions and the development of the staff occupying key talent pools designed to support career advancement and succession plans. The application of succession planning in the context of the integrated talent management framework was key to understanding how best to invest in the talent that is available to the organisation (Metropolitan Municipality. Integrated Talent Management Framework. 2010). The metropolitan municipality’s talent management framework of 2010 is depicted in Figure 2.11.

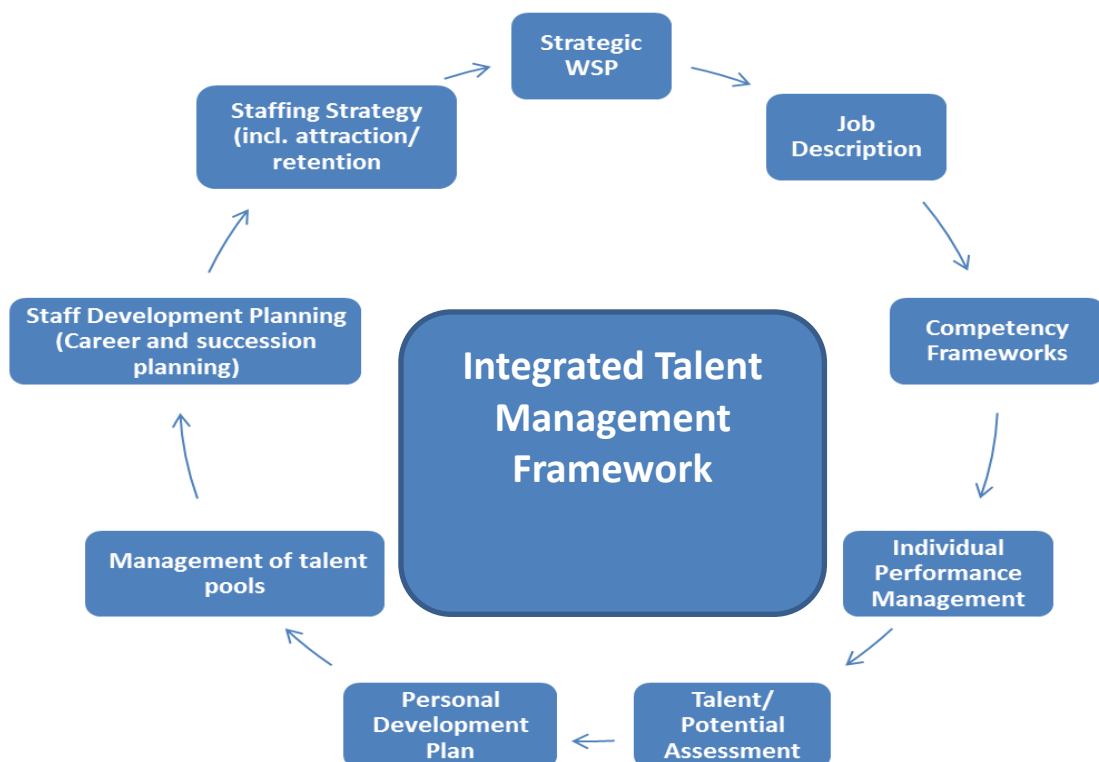


Figure 2.11: The Integrated Talent Management Framework of the metropolitan municipality 2010 (Source: Integrated Talent Management Framework document, November 2010; as adapted)

In 2011 the municipality concluded a pilot study on the application of the talent management framework as developed in 2010. With the consent and support of the management team of a department in the metropolitan municipality, the project was conceptualised and implemented. The aim was to establish how best the talent management framework and its components, including succession planning, could be applied within the department, what worked well and what did not work, and what aspects needed attention. The project was initially planned for a one-year period, but following several challenges that had to be overcome, the project was eventually concluded two years and six months later (Metropolitan Municipality. Talent Management Pilot Project Report, 2013: 2).

The information shared in the Talent Management Pilot Project report confirmed that managing successor pools, potential assessments and controlling a talent management committee would require a level of understanding to ensure effective implementation. It was evident that succession planning can be quite a complex process to follow and as the line managers are not HR experts, a lot of time and energy was spent on change management, communication and training. The overall reveal was that the talent management maturity in the municipality must be addressed first, including the capacity building of staff, management and HR professionals alike (Metropolitan Municipality. Talent Management Pilot Project Report, 2013: 3-5). In Figure 2.12, the phases of the talent and succession planning roll-out in the is portrayed to indicate how the talent management framework was implemented.

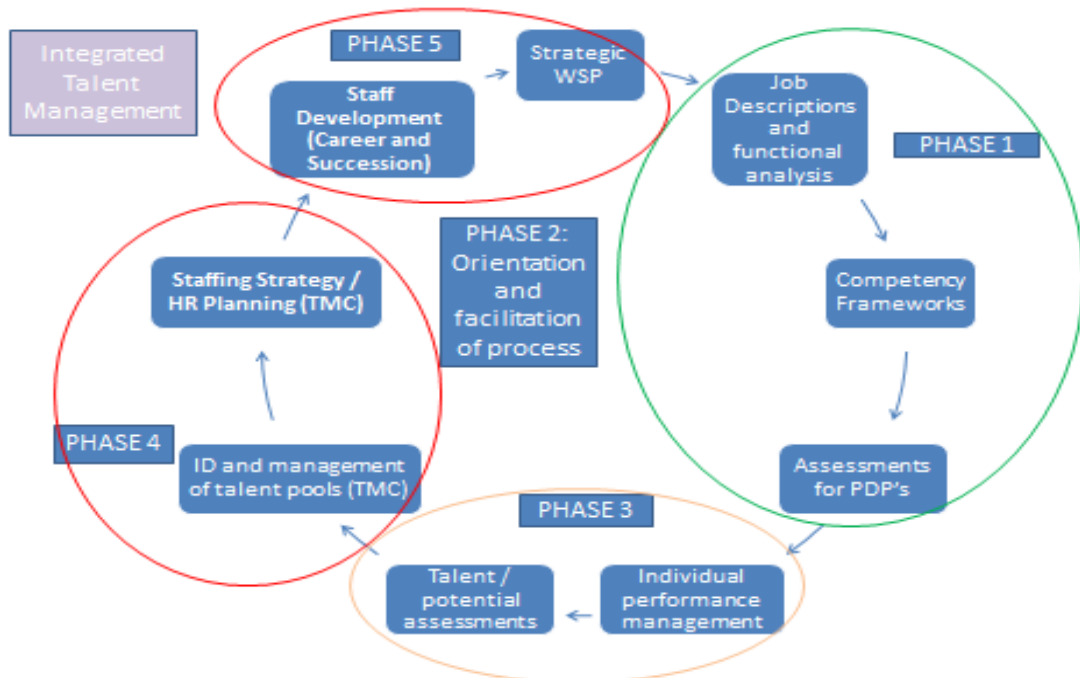


Figure 2.12: Talent management pilot project roll-out in phases (Metropolitan Municipality, Draft Talent Management Framework 2013, as adapted)

The Talent Management Specialist from Corporate Human Resources worked with the DHRM from the department to plan, implement and manage the project. As a first phase, and before any contact was made with staff, the talent management specialist had to conclude a functional analysis of the department to understand its different business functions. The specialist also had to establish which competency frameworks would be applicable in the department and ensure that the personal development plans that were generated during the skills audit, were available for alignment, discussion and application.

In phase 2 of the project, the specialist and the DHRM agreed to provide all staff a level of orientation around the project, its purpose and reason for application. This phase also included facilitation and training sessions in which the talent management process and supporting documents were introduced and its application explained. This phase took up to eight months to conclude, but with the backing of the Director, it was completed.

In phase 3 of the project, and following the orientation and facilitation sessions, the staff had to complete their annual performance management review and completed a self-evaluation of their potential followed by a management evaluation of the staff member's potential. The results were to be incorporated into a matrix that concluded the staff member's position on the 3X3 or nine box performance/potential grid. This grid was similar to the example introduced earlier under SABMiller as an example of a private sector organisation investing in succession planning. The grid would indicate those ready for the next level in their career stream or if they had the potential to become a manager. This was found to be a complicated exercise, not clearly understood by all and relied on a line manager's subjective view.

In phase 4 of the project, the specialist and DHRM developed and assisted the department with the constitution of the talent management committee to be chaired by the director. This talent management committee would consist of the management team members of the department, the DHRM and the talent management specialist. The information obtained from phases 1 and 3 around personal development plans, performance, and potential was discussed, as well as the results of the skills audit. Decisions were made about possible successors for key positions, scarce and critical skills were identified, learning and development interventions were identified and assigned and staffing strategy data was gathered and decided on.

In phase 5 of the project, the full application of career and succession planning was implemented and the workplace skills plan of the department was mapped with development and training for the next five years. The succession planning process included:

1. The identification of key positions including retirees and scarce and critical skills
2. The identification of key talent available for successor pools and to manage as replacements for people leaving the organisation
3. An analysis of the skills, knowledge, qualification, experience and potential of staff eligible for the successor pools
4. The management of these successors in succession pools over a period of two to five years in line with the key position requirements
5. The retention of the successors

(Metropolitan Municipality. Talent Management Pilot Project Report, 2013: 5-9).

The successful execution of the talent management framework and succession planning process was, however, not concluded due to the resignation of the director and later the DHRM. The project did, however, assist in understanding the requirements and complexities for successful implementation of the component parts of the talent management framework and the succession processes in a large metropolitan municipality.

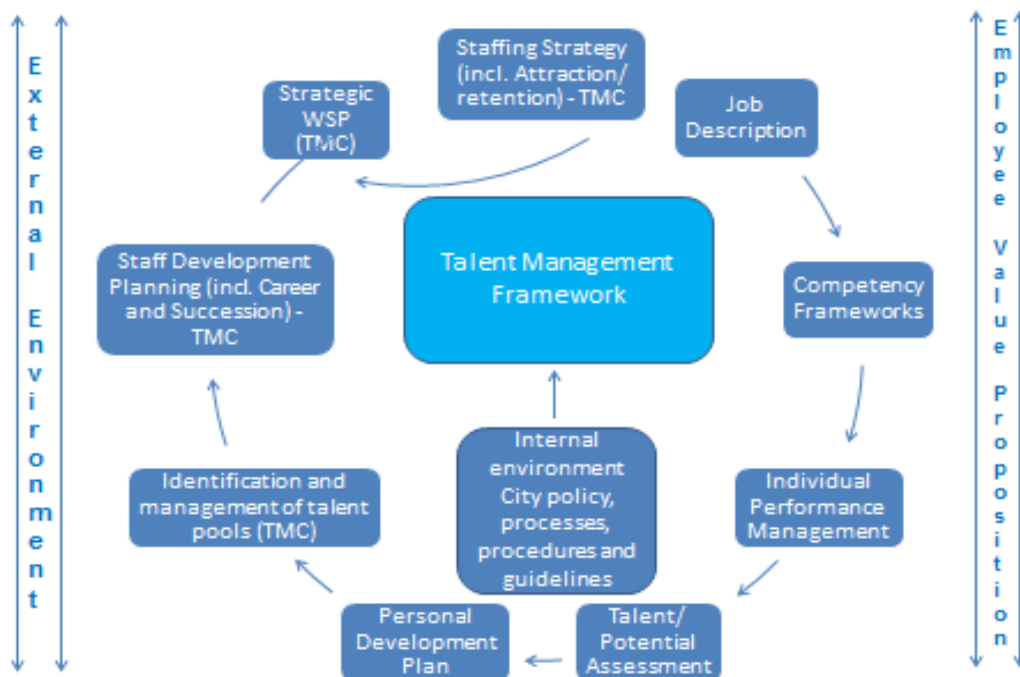


Figure 2.13: The metropolitan municipality’s Integrated Talent Management framework 2013 (Source: Integrated Talent Management Framework, June 2013; as adapted)

The project’s valuable insight into the practical side of the talent and succession planning process resulted in an update of the 2010 integrated talent management framework to a more specific framework, considering further realities in the process as evident in Figure

2.13. This revised talent management framework informed the processes for the further implementation of the talent management and succession processes in the municipality. It was at this point in time that the municipality introduced the management of succession planning since the issue was raised at the Risk Management Committee of the municipality. The next section provides further clarity.

2.7.7.2 Succession planning within the municipality

The application of succession planning within the metropolitan municipality is pursued within the context of an integrated talent management framework. It is not possible to separate succession planning from the process of career planning and development. In the Draft Career and Succession Planning Framework of the metropolitan municipality (2012), career and succession planning is defined as:

“In the internal work environment, career planning is the process of evaluating the possible job progress for an employee and is based on their current job or position and the next job or position in a career path category. The employee would engage in career exploration, obtain information and become knowledgeable about themselves in terms of issues such as their interests, preferences, abilities, aptitudes and competencies and their current position and career stream, and then make active plans, with assistance from their managers, on how to achieve a match”. “Career planning programmes help individuals discover their career goals and provide reasons to (qualify for), justify advancement or simply keep their skills current. The process of career planning is effective for staff at the entry level of their careers at age 18 – 25 years, established career stage at age 26 – 45 years and mid-career at age 45 – 60 years. Those in the late career stage (over 60 years) are planning for retirement and will be regarded as candidates for mentoring and coaching others in the career development continuum created by the municipality” (Metropolitan Municipality. Draft Career and Succession Planning Framework, 2012: 2).

“Succession planning is a process of determining critical roles within the municipality organisational structure, identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future opportunities to succeed in these identified positions. This also involves the process of identifying key positions that require institutional knowledge, critical or scarce skills, as well as any other positions deemed important for continuity in service delivery” (Metropolitan Municipality. Draft Career and Succession Planning Framework, 2012: 2).

The metropolitan municipality offers specific differentiating descriptors as to how these two components differ in application. The metropolitan municipality’s Draft Career and

Succession Planning Framework (2012) argues that integrating career planning and succession planning is essential because career plans provide **individuals** with goals to develop themselves and methods by which to do so, while succession plans give **organisations** ways to focus on meeting their talent needs over time and provide direction for development efforts. Both career and succession planning share development as a means to an end, but approach it from different angles/directions:

- Career planning tends to be bottom-up (from individual to organisation); and
- Succession planning tends to be top-down (from leaders/specialists to individuals).

(Metropolitan Municipality. Draft Career and Succession Planning Framework, 2012:3-4)

The metropolitan municipality's reality is that many of the initiatives supporting talent management, have not been implemented, and where attempts have been made to implement them, the process was either not applied correctly or was implemented using theoretical models and concepts not customised for the local government, and more specifically, the metropolitan municipality's environment. The key to successful implementation lies in proper strategy and planning, and with little or no investment evident in staffing strategies, it will become difficult to manage attrition. In essence, information available to departments was not utilised to achieve success in talent attraction, talent development, and talent retention. The HR Department, in effecting its mandate to support HR Initiatives across the organisation and attempting to mitigate the succession risk, was tasked to engage with key line departments that require focused succession planning initiatives to prevent the loss of critical skills, knowledge, and competence if successors are not identified. This resulted in accelerated development to ensure continuity in service delivery in key positions within the organisation. (Metropolitan Municipality Risk Management Committee Report, 2012:31-93).

As a result, the application of the integrated talent management framework as developed in 2013, had to evolve to a level in which the HR and staffing strategy is considered against the requirements of talent attraction, talent development, talent competency management, and talent retention. The new model also had to consider the internal and external business environment, the IDP, as well as the realities that govern talent management in the metropolitan council. The outcomes from the feedback provided by staff and HR management, as well as the input provided by line management, resulted in the development of the integrated talent management framework and toolkit. In Figure 2.14, the succession planning process is emphasised as a key employee life cycle process and that all processes in talent management are linked. The integration of the key component parts is what makes the application possible (Metropolitan Municipality. Integrated Talent Management Framework, 2014: 5).

The content of this framework provides an indication of how the final version of 2014 evolved from the previous versions. It is also evident that it compares well with the examples of De Tuncq and Schmidt (2013), and the Standard Bank, SABMiller and Vodacom integrated talent management examples explored in this research paper. The detailed application thereof must be ensured and is needed to offer a level of talent management maturity that will be the focus of the processes around monitoring and evaluation for continuous improvement of practice.

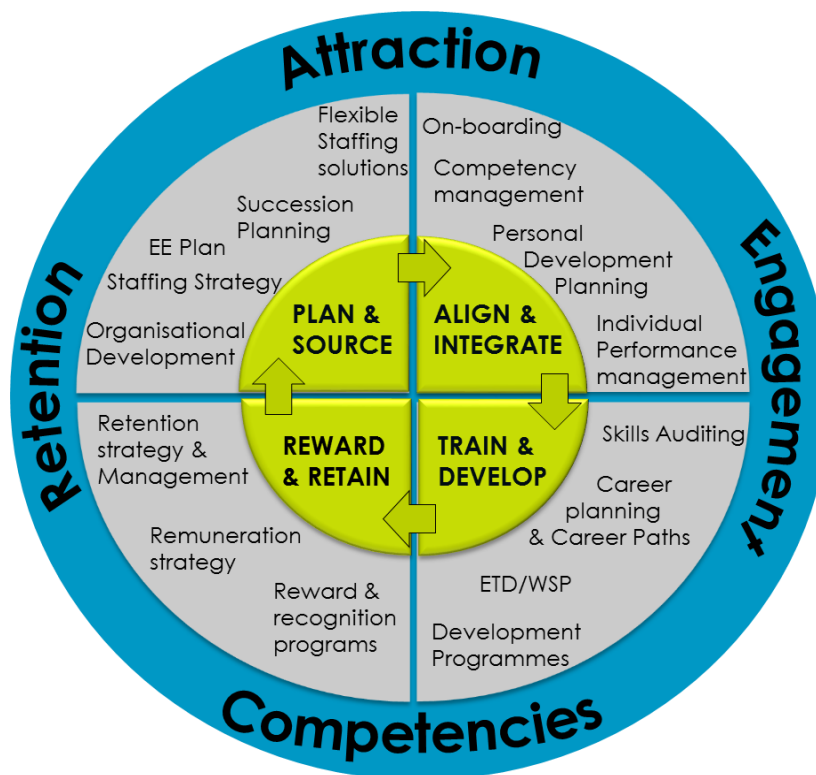


Figure 2.14: Integrated Talent Management Framework, November 2014 (Talent Management Framework, 2014; as adapted)

The metropolitan municipality has, since the inception of the revised talent management framework of 2014, focused on the implementation of a succession planning approach built along guidelines that would offer some assistance to the departments when applying succession planning. The key elements of the guidelines include:

1. Confirmation of the need for an HR plan and staffing strategy to set the context and to make information on staff available to the organisation;
2. Key position classification in critical skills, scarce skills, critical positions, targeted employment equity, high-performers/high-potentials and retirees;

3. A succession planning strategy including an internal competitive process, external attraction strategy, succession pools, and unplanned resignations; and
4. Monitoring and evaluation, and key retention interventions to prevent the loss of talent, especially young talent.

(Metropolitan Municipality. Succession Planning Guideline, 2014:3-6)

The application of these strategies and guidelines have been in place since February 2015 and have been implemented with some success. However, some HR systems and HR policy will have to be aligned and people issues will require the municipality to invest in change management and communication in order for the programme to be effective. The current HR policies of the metropolitan municipality are focused on the transactional processes aligned to, for instance, education, training and development, individual performance management, remuneration and benefits, and personnel administration. The alignment of these policies with the application of an integrated talent management approach, of which succession planning is a key component, will ensure that the functional areas in the metropolitan municipality are able to support targeted retention interventions and implement succession planning to achieve sustainability in service delivery effectiveness and efficiency. This is easier said than done and with the envisaged results of this research, it will be possible to re-visit these policies.

2.8 Conclusion

In conclusion, succession planning as a process on its own, without the key elements of an integrated talent management framework and supporting practices, cannot be successful. The organisation's will to manage succession as an HR Risk, and bringing this to senior management's attention, is very important. The talent management and succession planning examples across North America and Western Europe confirm the same reality as that of Africa and South Africa around the lack of key talent at the right time to successfully navigate the succession planning platform. The challenges experienced by Standard Bank, who ventured into the African market and then also the example of the dynamic practices of PepsiCo and Microsoft in the US, stand out as examples of how well succession planning practices and supporting talent processes can ensure attraction and retention of key critical and scarce skills. The public sector initiatives of Ireland and the UK Civil Service reform, offer examples of how dedicated and well executed plans can help bring about change in service delivery.

In South Africa, SAB Miller's and Vodacom's examples of drastic reform and the re-think of their people sourcing approach and investment in skills and needs of key talent, offer insight

into the best practice approaches. The South African public service offers so much potential, and although it is evident that policy, programmes and plans are in place, the execution, management and ownership of these to see it through to successful implementation, is the lacking force in its success.

Key challenges must be addressed by human resources and line management in a unique partnership in order to ensure successful application of succession planning. The metropolitan municipality has its own challenges and needs to manage them, however information is needed from staff and management alike as to their experience of the current talent and succession processes.

The next chapter will elucidate the research methodology followed in researching the succession planning practices in the metropolitan municipality. It will reveal the approach taken, proposed format of results and how the results are to be processed and finally the envisaged presentation thereof.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter expounded succession planning literature relevant to this research study, while this chapter sets out the research methodology that was selected to conduct the research. In this chapter, the research approach, design and data gathering and analysis processes, are discussed and explained. This information forms the basis for understanding the researcher's thinking around the analysis of information and the processing thereof to make sense of the need for the research and the intended outcomes. The discussion commences with an understanding of mixed methods research, confirming the reason for the selection of this approach and how both qualitative and quantitative methods were utilised to source data. A case study design is then explained in offering context to the reason for the selection of the one metropolitan municipality. The determination of the population and sampling techniques are expanded on and the data collection instruments and procedure to collect the relevant data, confirmed and justified. Finally, the analysis of the relevant data and the process followed are offered for clarity.

3.2 Mixed methods approach

The literature search produced but a few studies in the South African local government context that would explore the full spectrum of the application of succession planning in talent management, and thereby the integrated talent management approach. An abundance of information is offered in research papers, publications and articles on the public and private sector in the United States of America (USA), United Kingdom (UK) and in the Far East, but the situation in these countries is not exactly the same as the labour and talent issues in the South African environment and therefore theoretical research content of the topic offers a limited context. The need for first-hand information on how succession planning is experienced was critical, and extracting this detail from a diverse workforce in a metropolitan municipality with its challenges on a macro- and micro-economic level and as an example of local government in South Africa, will make the study quite unique.

Considering the above, it was evident that the researcher had to determine how best to investigate the research topic in order to understand the views of those that are experiencing the reality of succession planning within the municipality selected as the focus of this study. The researcher decided on a combination of research methods, captured in both qualitative

and quantitative applications. The research topic is one that cannot only be understood from the perspective of those who experience and apply it, but also from the perspective of those that need to understand, plan, implement, and manage the process and be seen as the human resource advisor and expert in the line departments.

In essence, the researcher embraced the mixed methods research approach and considered De Vos, Strydom, Fouche and Delpont (2013:434), who confirmed that mixed methods research combines both qualitative and quantitative approaches to portray a more complete picture of the research problem. Creswell and Plano Clark (2007: 6-9) in De Vos et al. (2013: 435) confirm that mixed methods forms a more complete picture of the problem than they do when standing alone as qualitative or quantitative. In De Vos et al. (2013: 435), various authors offer opinions about mixed methods research and in essence they concur that it provides more comprehensive evidence when studying a research problem and can provide better or stronger inferences.

The researcher had to consider the scientific value of mixed methods research and found opinions from various authors captured by De Vos et al. (2013:436) that mixed methods enables the researcher to address confirmatory and exploratory questions that can verify and generate theory in the same study. It was also confirmed to eliminate bias and improve validity and quality of the criteria.

The triangulation mixed methods design was selected for this study and as per De Vos et al. (2013: 442), triangulation mixed methods is a one phase design with both quantitative and qualitative methods utilised during the same timeframe and with equal weight to best understand the area of study. They further concur that it involves the concurrent, but separate, collection and analysis of quantitative and qualitative data. The data is compared and interpreted and then the different findings are contrasted to see the extent to which they do or do not agree with one another. This will enable the researcher to draw some well-validated conclusions.

3.3 Case study design

The selection of the one metropolitan municipality supports a case study design in that it allows an analysis of specific circumstances and a situation with regard to succession planning in a local government municipality. The review of such practices across various sizes in local, district and metropolitan municipalities would exceed the demarcated boundaries of masters' level research and offer further analysis at doctorate degree level.

The information to be analysed in a case study scenario will, according to Rule and Vaughn (2011: 3), offer a body of evidence that supports conclusions drawn from a circumstance that

would require investigation. The case study design will allow the researcher to explore a general problem around succession planning practices and offer information and results based on a focused setting.

The decision to select one metropolitan municipality is further supported in that a case study design, according to Rule and Vaughn (2011: 4), “is a specific example of something that belongs to a larger category of instances.” The metropolitan municipality is one of eight in South Africa that are classified as such due to the size of the population it offers services to within its demarcated borders, its infrastructure requirements, integrated development in rural and urban areas, integrated systems and differentiated institutional governance and service delivery practices. The commonality that exists between the local, district and metropolitan municipality remains its human resources practices as determined by national collective agreements, the governance roles of the Department of Cooperative Governance and the Department for the Public Service of South Africa, and relevant national labour legislation and agreements. As a result, the information to be obtained from this case study remains applicable across local government in South Africa. The results achieved will therefore also offer a level of generalisation and transferability to other municipal environments.

In support of the case study, Rule and Vaughn (2011: 5) confirm that the process to be followed concerns an understanding of the context to the case, the gathering of correct information, accessing the right people to extract information in support of the case study, detailed analysis of the data obtained and a write-up of the results achieved. As such, and to complement the selection of mixed methods research, the researcher will use an explanatory case study in order to offer an explanation as to what the current practice is in succession planning and why this is happening in the metropolitan municipality.

3.4 Population and sampling techniques

The consideration of the sample composition and the sample size was clearly motivated through the population as it exists within the metropolitan municipality. The researcher wanted to identify the total population as envisaged for this process and then to qualify the selection of the sample and sampling frame.

In the scenario of the metropolitan municipality selected for this case study, the total staff complement would be around 26 000, covering all occupational areas from operational to senior management. All 26 000 staff members can be divided into different occupational categories and are distinguishable through the Tuned Assessment of Skills and Knowledge (TASK) job evaluation system as currently utilised within local government in South Africa. For example, TASK level 1 would imply the level of a general worker (lowest level in the

structure) and TASK level 25 would imply the level of a City Manager (highest possible level in the structure).

Following discussions with key HR managers, it was decided that for the purposes of this research application, only those within TASK levels 14 – 25 would be eligible for the process of assessing an understanding of succession planning practices within the municipality. The reasons for this decision were that only staff at these levels had received more detailed exposure to the talent management framework since 2011, were subjected to a process connecting Individual Performance Management – Personal Development Planning – Career discussions – Workplace Skills Plan as an annual business process, and the same group was identified for a unique management development programme developed and implemented in the municipality to emphasise key responsibilities and accountabilities for talent management, amongst other competence areas.

It is only since 2014 that some components of the integrated talent management framework were extended to TASK levels 10 – 13, but since they have not had exposure to the full application of the integrated talent management framework components and processes, they would not be able to add value to the research. The same applied to staff at TASK level 9 and below. In essence, one should be able to argue that the population should be: $N = 26\ 000$. The arguments offered above now reduces the total population to $N = 2\ 086$ (TASK levels 14 – 25) (as at June 2015).

With the guidance and assistance from a statistician, the best possible sampling technique was determined to be a probability sampling approach, and more specifically, the stratified random sampling technique. The thinking is supported by Babbie (2001:191) in that “rather than selecting your sample from the total population at large, you ensure that appropriate numbers of elements are drawn from homogeneous subsets of that population”.

The age of staff was selected as a variable to determine how people would differ in their perceptions, experience, understanding and level of application on the topic of succession planning. The total population was therefore divided equally in terms of gender and then a sample group of 500 was selected through a stratified random sampling technique in which equal representation of the different age groups was evident.

Over and above the age group, the number of people was further distributed across the different TASK levels at TASK level 14 and above:

TASK levels 14 – 16: Senior and Principal Professionals

TASK level 16: Functional Heads of units

TASK levels 17 – 19: Managers of functional branches

TASK levels 20 – 23: Directors of Functional Departments

TASK levels 24 – 25: Executive Directors and City Manager

This group also constitutes the municipality's leadership pipeline, and as such, is managed across a unique group of professional and managerial competencies. This again implied that the group would find anything from talent and succession management, people management and empowerment, and HR management as KPAs in their job descriptions, over and above other management KPAs such as financial management, strategic management, project/programme management, policy implementation, management of operations, and stakeholder management.

However, the HR Management Department of the metropolitan municipality indicated that limiting the sampling group to 500 would not be the ideal. The reasons offered included the current organisational climate and culture of distrust in certain levels of management and individuals per se, the influence of the body politic on the management of the administration, especially with regard to HR and supporting activities, and the fact that the organisation recently embarked on its own employee engagement survey to which all staff had access and was requested to respond. Embarking on another survey in which some of the same variables might be covered and then limiting it to only a selected sample group of people, would be frowned upon and queried by management, organised labour and the body politic. The survey questionnaire therefore had to be forwarded to all staff at TASK level 14 and above (all 2086), and therefore, in essence, the full population relevant to this research study.

Following consultation with a statistician, non-probability sampling was selected in support of the changes to the sampling approach. Babbie and Mouton (2001:166) confirm that non-probability sampling is considered when "social research is often conducted in situations where you can't select the kinds of probability samples used in large-scale social surveys". The researcher's knowledge and experience of HR practices in the local government context allows support for the explanation provided by Welman et al. (2005: 69), which holds that a researcher's reliance on their experience, ingenuity and/or previous research may imply that the sample they obtain may be regarded as being representative of the relevant population.

In further conversation with the statistician, it was agreed to proceed with the full population as the context of the quantitative method which, by exact calculation, completed on the metropolitan municipality's HR information system, amounts to 2086 staff (as at June 2015).

The requirement was that a sample of at least 322 staff responses be drawn from the research in order to have a valid reliability measure.

The following sample size formula was applied in order to confirm the number of responses:

$$n = \frac{Z^2 p q N}{e^2 (N - 1) + Z^2 p q}$$

Where n = sample size required

N = 2086 (population size)

p = proportion successes

q = proportion failures (1-p)

e = error term (or precision)

Z = normal value from the normal table

The selected group of 2086 staff can further be described as per the following details:

1. The number of functional heads, managers, directors, executive directors equals 995
2. The number of senior and principal professionals equals 1991
3. This group is composed of 65% male staff and 35% female staff.

This approach supports the quantitative component of the mixed methods research approach. The requirements for defining qualitative research is not exactly the same as for quantitative research. Babbie and Mouton (2001:287) confirm that for a South African master's level study, between five and twenty or twenty-five respondents would suffice.

The qualitative application hence included eight DHRMs (Devolved Human Resource Managers) from across the functional areas of the municipality identified for this study. Due to the nature and size of a functional area / department, a position of DHRM was created to deal with the HR matters at a strategic, advisory, consulting, professional, and management level. This includes the key performance indicator found in the job description of a DHRM requiring them to manage HR strategy and talent management (including succession planning) for the functional area / department; a responsibility that will continue to exist during the tenure of the incumbent occupying such a role.

The municipality have a total of twelve DHRMs across its functional areas and departments. The eight people identified were approached by the researcher via an e-mail communication to introduce the research objectives and the purpose of the engagement. This was followed by a personal visit to each to determine if they have any questions about the process and to

request their signature on a consent form for participation in the research study. The functional areas and departments that include DHRMs, and the reason for their inclusion/exclusion for the unstructured interview, are highlighted in Table 3.1.

Table 3.1: Functional areas/Departments identified within the metropolitan municipality and reasons for their inclusion or exclusion in the study

Functional area/ Department	Reason for inclusion / exclusion
Community Services	Included due to diverse workforce and politically driven mandates that challenge service delivery and retention of key staff
Corporate Services	Included due to diverse workforce including key critical and scarce skills
Environment and Spatial Planning	Included due to highly professional staff complement with issues around retention of critical skills
Finance	Included due to highly professional and specialised staff in local government finance
Health Services	Excluded, initial problems with retention of health services staff under control and staffing processes managed
Human Settlements	Included, due to diverse workforce including project management specialists in key programmes
Office of the City Manager	Excluded, small area with mainly administrative and governance support staff
Safety and Security	Included due to the need for effective management of staffing levels in support of public safety and protection and disaster management
Social Development	Excluded, too small an area with no specific talent management issues
Tourism and Economic Development	Excluded, too small an area with no specific talent management issues
Transport	Excluded, as this function was undergoing restructuring and new HR strategy was being developed. They respectfully declined participation.
Water (Utility Services)	Included, with large operational workforce and scarce / critical skills
Solid Waste (Utility Services)	Included, with large operational workforce and scarce / critical skills
Electricity (Utility Services)	Excluded, department has staffing strategy and HR matters under control

The researcher surmised from the above analysis of the status of each functional area / department that including all DHRMs in the study will not yield a consistent outcome. In many instances, some departments were restructuring and practices around succession planning and talent management had to be re-prioritised and reviewed. Further to this, some areas were very small in terms of staff complement and would not offer the same complexity with regard to the talent management and succession planning reality. Some areas have embraced the practice of succession planning and talent management and as a result, offer best practice examples to support the case study in understanding the gaps in effective practices across other departments / functional areas. This information was made available to the researcher to assist in offering best practice recommendations.

3.5 Data collection instruments and procedure

In keeping with the mixed methods approach, two data collection instruments were utilised: questionnaires for quantitative data and unstructured interviews for qualitative data. These will be discussed in the sections below.

3.5.1 Questionnaire

The aim of the questionnaire was to provide objective views from professional, technical, and supervisory (non-managerial) staff, and the view of management staff defined as functional branch heads, functional managers, directors, and executive directors. The questionnaire design included consideration of important information that will assist the researcher in drawing conclusions and correlating results back to the research questions, as well as the intended correlation to the qualitative research method. The researcher considered some basic considerations including the lay-out of the questionnaire and size of the font to ensure easy access and understanding in terms of completion. The questionnaire developed consisted of easily understood questions to read and then answer.

The researcher ensured that the questionnaire offered an introduction to the research topic, the details of the researcher, the qualification and tertiary institution where the researcher is registered, confirmation of ethical clearance issued by the university and approval by the City Manager of the metropolitan municipality to complete the research, a personal request to be open and honest when completing the questionnaire, as well as confirmation of the confidentiality of responses received. The instruction further explained that the questionnaire was to be administered electronically and that the results would be returned to the researcher. The researcher arranged with the municipality's information systems and technology (IS&T) department to ensure that access to the results would be limited to the researcher only, with viewing and management rights on the survey share-site.

In seeking consent from each participant, the researcher provided clarity around the purpose of the study, the procedure for the completion of the questionnaire, including an example of the rating scale and how to score each question, and the process for non-completion of the questionnaire in a single sitting, implying that the respondent could save the questionnaire and return to the site to complete the questionnaire at a later time when it may be more convenient. Information was also offered as to why the respondent was selected for the study, the estimated duration (time) required for the completion of the questionnaire, and the potential benefits to the municipality as an institution and to staff, should the respondent complete the questionnaire. The researcher also confirmed the confidentiality of information, the right of the participant to withdraw at any stage, that the respondent's identity would

remain anonymous, and that the respondent could contact the researcher at any time around concerns, or for assistance, in understanding the questions posed. The respondents were asked to confirm that they agree with the terms and conditions in support of the study before they commenced with the questionnaire and consent that the information obtained could be used for research purposes. The survey questionnaire is attached as Appendix A.

The questionnaire was divided into four sections:

1. Section A dealt with the biographical data that included identification of functional area, occupational category, age, gender, racial group, years of service, and level of education. In all instances, the demographic data to be obtained from the response to section A assisted the researcher in drawing further inferences around responses received across these categories in order to complete descriptive statistical analysis, as well as to link key research already completed around age profiles, gender issues and occupational category in relation to succession planning.
2. Section B dealt with the application of the integrated talent management framework in the context of succession planning. This was an important component of the research as it indicates to the researcher the extent of exposure, or not, of the respondent. A total number of 23 questions had to be completed.
3. Section C dealt with career planning and the context of its application with regards to employee and management engagement. The literature review in chapter two of this thesis confirms that succession planning cannot be executed effectively without career planning engagement on an annual basis. A total number of 15 questions had to be completed.
4. Section D dealt with succession planning and exposure to the process and components of succession planning that inform the application thereof. This section was indicative of the reality around experience in, and exposure to, the relevant processes of the metropolitan municipality. A total number of 28 questions had to be completed.

In total, 66 questions were posed to the respondents and would have taken around 20 minutes to complete the questionnaire online. The respondent would commence with question 1 and answer the questions selecting one of five possible answers by moving the cursor to the appropriate “radio button” and selecting the relevant answer as it will apply to the respondent in their own context and experience and would be based on personal views and understanding. A component of the questionnaire needed to offer the staff member’s response to key questions that would confirm experience, attitude and beliefs. This

component of the questionnaire would reflect a level of interval measurement. This approach is indicative of the application of a Likert type scale in which the respondents confirm their answers against response categories. The researcher selected a five-point scale, confirming:

0 – Do not know

1 – Strongly agree

2 – Agree

3 – Disagree

4 – Strongly disagree

Therefore, the higher the score, the less agreement. The researcher refined the questions through careful choice of action verbs and statements so as to ensure minimal exposure to measurement reactivity. Welman et al. (2005:143), highlight that measurement reactivity includes responses where faking sets in or responses that are expected are selected and hence will not be a true reflection of the person's reality.

With regards to faking, the researcher requested that the respondents provide open and honest responses on the questionnaire. This was dealt with in the introduction and instructions related to the completion of the questionnaire.

With regards to socially desirable responses, i.e. offering responses as socially acceptable, the researcher requested answers that would clarify true experiences and understanding of the topic. The researcher also understood the occupational level at which staff in the sampling pool operated within the metropolitan municipality, and this would also alert the researcher to faking and socially desirable responses. In terms of acquiescence, the researcher avoided yes or no answer type questions and drafted the research questions in support of definite answers on a five-point Likert scale.

The researcher also believed that the measuring scale constructed left little room to deviate from a set response to avoid what Welman et al. (2005: 161) refers to as 'centre of the scale' or the 'central tendency effect'. The error of central tendency was avoided in that the questions posed would require a definite answer and would not require of the respondent to consider any extreme situations that would make it difficult for the respondent to answer the questions. In addition, the five-point rating scale requires a response that offers a definite position and through providing a 0 rating of "do not know", would offer the researcher an understanding of the respondent's exposure to the topic or obvious lack thereof. The possibility of the proximity error, as per Welman et al. (2005: 162), was countered by preventing similar attributes from being too close to each other and therefore similar types of

questions were moved to different areas of the questionnaire. The grouping of related questions into areas of communality in the procedure of factor analysis via SPSS, will also confirm the success of this approach.

In further support of the questionnaire's construct validity, a pilot group of five staff members (three senior professionals and two heads of functional areas) from the population group, and mainly within the human resources (HR) department, tested the draft version of the questionnaire before the IS&T department created access to the questionnaire via the IT system. As per Welman et al. (2005: 142), this process will assist in determining if the questionnaire measures what it is supposed to measure. The group of five staff members offered feedback around the easy navigation of the questionnaire, whether the instructions were clear, if the questions were easily understood, whether the questions were adequately phrased and grammatically correct, and if the questionnaire could be completed within the 20-minute allotted time period. The feedback received included:

- Eliminate some questions from the questionnaire that in essence will yield the same answers;
- Some questions were too long (had too many words) and people could lose track of the actual question if they had to read three to five lines;
- There were too many questions in the questionnaire. The total of 90 questions had to be re-worked in order to ensure that the respondent would not lose interest if there were too many questions to answer. It was possible to combine some questions and to eliminate some others; and
- All five agreed that the questions would definitely elicit a good reflection of succession planning practices in the metropolitan municipality.

The questionnaire was amended accordingly prior to distribution to incorporate the feedback received from the pilot group. The resultant questionnaire with 66 questions was distributed.

The researcher considered the concurrent validity test in comparing the questionnaire with the content of a similar test on related variables completed in 2011 and 2013, and research survey publications between 2012 – 2014, which were conducted by various organisations around talent management, trends in talent management, and succession planning. The outcome of the survey revealed the overlaps and validity should the results predict correctly.

To ensure reliability of the survey questionnaire, the reliability measure of internal consistency was identified. This is also known as inter-item consistency reliability. Sekaran (2003:205) confirms that it is a test of the consistency of respondents' answers to all the items that are being measured. It will indicate the degree to which items are independent

measures of the same concept and whether they will be correlated with one another. The most popular test of inter-item consistency reliability is the Cronbach's Coefficient Alpha (Cronbach's Alpha; Cronbach, 1946). The coefficient alpha was to be computed using *The Statistical Package for the Social Sciences* (SPSS) software (IBM) to identify the total measurement/test scores and the variances of the individual items. In confirming the application of the test, it was established that Cronbach's coefficient alpha ranges from zero to one (De Vos et al., 2013:172); values lower than 0.6 are considered poor; values ranging from 0.6 – 0.7 are considered acceptable, and values more than 0.8 are considered good (Sekaran, 2003:205) and indicate high reliability.

The collection of data via the questionnaire was made possible through the creation of a survey via a Microsoft Sharepoint share-site portal to which exclusive ownership rights were offered to the researcher. The application was tested and an example of the questionnaire was sent to five staff members to test the completion of the questionnaire and to determine if anonymity would be guaranteed. This test was successful.

The questionnaire was then sent to each of the 2086 staff via personal e-mail in bulk e-mails of 50 – 100 at a time. The group of 2086 were afforded temporary access to the site and the remaining 14 000 computer users of the metropolitan municipality were prevented from having access to the share-site and thus accessing the questionnaire. A share-site is normally open to all staff members; however, in this study, only one person (the researcher), was in control as the site owner, allowing for limited access. The e-mail contained an introduction and the first page of the questionnaire and the hyperlink to access the questionnaire.

The respondent received the e-mail as a bcc (blind carbon copy) recipient from the e-mail address of the researcher. This concealed the identities of the recipients. A closing date for the questionnaire was set at three weeks (21 calendar days) from the date the e-mail was sent. After ten calendar days, a reminder of the request to complete the survey questionnaire was sent. As soon as a respondent completed the questionnaire and saved it, it was routed back to the share-site where the document was automatically analysed in terms of each demographic variable and each question answered.

The staff member would access the questionnaire and complete each question by selecting the appropriate response on the radio dials. The questionnaire results of each person were automatically saved on an MS Excel spreadsheet with the same number of fields as covered by the questionnaire. A total of 520 staff responded of which 11 were dropped due to incomplete fields and "start-stop" scenarios where they did not return to complete the

questionnaire. The results in the format of the MS Excel spreadsheet were used for further analysis via the SPSS statistics software package (IBM).

The advice received from the statistician, was that the targeted number of staff for a valid survey sample should be 322 out of the 2086 staff (or a 15% response rate) targeted for the survey. A total number of 509 (or a 24% response rate) valid responses to the survey, were confirmed.

3.5.2 Unstructured interviews

The researcher realised that the extraction of information from the survey-based questionnaire would elicit the views, opinions, experiences and understanding as shared by a group of staff members who should have been exposed to the integrated talent management approach. They would, however, not be responsible for managing and guiding the process for the implementation of the talent management programme and coordinating effective succession planning practice in the municipality. In terms of the municipality's HR service delivery model, a Devolved HR Manager or DHRM has, as one of its key performance areas (KPA's), the requirement of overseeing the implementation of key HR initiatives, including talent management and succession planning.

The unstructured interview was selected for the part of the study where the emphasis was on studying human behaviour and actions in its natural setting, and in this instance, through the eyes of the DHRMs themselves. Babbie and Mouton, 2001: 278, refer to this as the phenomenological interpretivist view. The key would be to "create an understanding of the phenomena within an appropriate context, hence making the approach methodologically acceptable."

In considering the above explanation, unstructured interviews were selected mainly as an approach to perform explorative research in order to identify important variables in a particular area, and to understand the reality of the DHRM in their natural environment, confirming beliefs, experiences and convictions. The unstructured interview template is attached as Appendix B.

Each of the DHRMs was notified of the intended unstructured interview with an understanding of the purpose of the session. This was confirmed via an e-mail to each participant individually, and then followed-up with verbal confirmation through a one-on-one meeting with the researcher. At this meeting, the DHRM was provided with an opportunity to ask questions in order to obtain clarity around the process. The participants were informed of

a date, time and venue for the session and what to expect during the process of information gathering. The intention was to conduct an unstructured interview. The process would allow for a set of pre-determined questions, linked to research objectives, as well as a general conversation on the topics and follow up questions for clarity. These questions were more a reminder to the researcher to ensure all areas were covered in terms of the key variables or research questions posed for later correlation with the quantitative research results.

The interview process included the signing of a consent form confirming that participants were aware that the responses offered would be used for research purposes only and that their anonymity would be honoured. Participants were informed that they may withdraw at any moment and that they could have access to the results should they wish to view it. The structure of the interview included an introduction from the researcher, confirmation of the course of study of the researcher, and the tertiary institution where the studies would be completed. The consent form also indicated that the City Manager offered approval to the researcher to proceed with the research and that in order for the information to be useful, the staff members should be open and honest. The researcher also confirmed that the information gathered through this process would remain confidential, and that the participant could decide to continue or withdraw from the studies at any point. The researcher explained that responses had to be recorded on a recording device in order for the researcher to carefully listen to what was said and to capture an adequate and detailed account of what was shared by the DHRMs. They were requested to offer their consent for the electronic recording device to be used.

Each session with a DHRM had a set process/course for the interview. Welman et al. (2005:198–201), provide guidelines for conducting unstructured interviews. The researcher will provide confirmation of how these guidelines were followed:

1. Compiling of field notes – the researcher relied on 20 years of experience of minute-taking in formal committee meetings and taking notes in recruitment and selection interviews to ensure careful and systematic observations, planning of participation during the interview and asking of questions at appropriate times during the interview session. The detailed notes were also captured on an electronic recording device (*Philips handheld recorder*), with the consent of each participant, to ensure that the researcher could refer back to the exact details of the conversation and not assume facts, should the handwritten record be insufficient or inadequate. During the session, non-verbal behaviour was also observed, cues and delays in responses noted, and it was evident from the group which of them were more comfortable talking about their experiences in talent management than others.

2. The setting – since the participants are mostly situated in and around the municipality's head office, the session was held in a meeting room conducive to this conversation, with any possible noise or disruptions being eliminated.
3. Presenting oneself – the researcher presented himself as professional and sincere with a formal business look as required per the dress code of the municipality. First impressions were not significant as the participants were introduced to the researcher at the time of individual orientation to the purpose of the research.
4. Trust – the researcher emphasised that he would be open, frank and honest. It was confirmed that each DHRM would offer unique insight as per their own experience and within the context of their own business environment. The DHRMs was informed that they should feel free to express their true feelings and opinions. It was also confirmed that responses would be treated as confidential and only the salient and appropriate facts will be used for research purposes.
5. Rapport – the researcher ensured objectivity by not becoming too involved in the issues outlined by the DHRM. To ensure that the responses would be understood, the researcher confirmed the information offered through verbal feedback, and ensured that facts were correct before moving on to the next part of the interview. In this instance, the researcher drew on his skills as a trained business coach and facilitator to facilitate the revelation of information as required.
6. Language and culture difference – the DHRMs were demographically represented as follows:
 - two African males; two African females; two Coloured males; one Coloured female; one White female; and
 - four speak isiXhosa / isiZulu as their first language; three speak Afrikaans as their first language, and one speaks English as first language.

All agreed to complete the interview in English as business language, but clarity could be provided in their first language if they were unsure of certain concepts or what it could imply. The researcher is well versed in English and Afrikaans and a person was on hand to speak both isiXhosa and isiZulu should translation be required. No culture issues existed as the topic that was covered was in a business environment context and was conducted professionally.

7. Ethical considerations – the researcher obtained the necessary permission from the respondents through a consent form confirming their right to privacy, protection from harm and the ethical requirements to be adhered to by the researcher.

The sessions were spread over a period of three weeks, depending on the availability of the researcher and the respondents. During each session, the researcher posed some key questions around the reality of talent management and the respondent would then offer examples, perceptions, experiences, views and opinions around what they experienced within their own functional area/department. Such responses were recorded and follow-up questions were asked for clarity. Each session was 45 – 90 minutes in duration, depending on each respondent's information offered and the discussions that ensued. The questions posed were not followed in sequence, but were merely used as a guide. On the conclusion of the session, the researcher thanked the respondent for his/her time and the information offered.

The selection of both the questionnaire and the unstructured interview was further influenced by the collection of primary and secondary empirical research data. Primary data on the research topic was collected through the researcher's current role a HR Practitioner in the field of talent management. In addition, to support the review of previous research conducted on this topic, secondary sources of research data were identified and interpreted as researched and extracted from archival sources and periodicals.

3.6 Data analysis

The process of capturing data, editing and analysis cannot be discussed as separate processes since the researcher decided to embark on mixed methods research in support of a case study research design. In order to understand the approach to reducing dimensionality, the qualitative data was analysed following certain key steps (Welman et al., 2005:211–217):

1. Preparing the transcripts – this included the process of converting the notes taken and recordings made during the unstructured interview into write-ups for the purposes of reading, editing for accuracy, commenting and analysis.
2. Coding the data – the challenge with qualitative data is the huge amount of information that has to be managed and changed into understandable texts. Through a colour coding process, words were converted into constructs. Some codes were interpretive and others descriptive. Once the constructs were identified, the frequency of the constructs was captured to determine the key deductions to be made.

3. Theme identification – “Themes can be described as umbrella constructs which are usually identified by the researcher before, after and during the data collection. Themes are also identified through reviewing the original field notes” (Welman et al., 2005:211-217). The researcher considered word repetitions (key words that are repeated by each respondent and similar key words repeated across the responses), contrasting material and missing information. Through colour coding and cutting key words from the texts and sorting it into groups of constructs, key themes began emerging. These were presented in network description format and the key deductions made by the researcher were discussed.
4. In keeping with the requirements for an unstructured interview, the researcher captured some key notes and answers to questions pertinent to ensuring that the interview would yield the outcomes needed for the cross-correlation with the outcomes of the questionnaire. At the conclusion of the information analysis process, the researcher requested that three of the DHRMs involved in the interviews validate the responses recorded and offer support for the outcome and deductions made. This was confirmed.

In order to understand the approach to reducing dimensionality, the quantitative data was analysed following some key steps:

1. The data extracted from each response to the questionnaire, was automatically uploaded in an MS Excel spreadsheet upon return of the completed questionnaire to the IST Share Site controlled by the researcher. The spreadsheet contained the answer to each question and the biographical detail of the respondent in order to allow further analysis and comparative review.
2. The MS Excel spreadsheet was transferred to a statistician who completed an input of the spreadsheet data into the statistical analytic software SPSS (IBM). The SPSS assisted in summarising data, compiling graphs and tables, examining relationships among variables, performing tests of statistical significance and developing models.
3. The information provided by SPSS included principal component analysis with rotation method Varimax with Kaiser Normalization. In the application of Cronbach's Coefficient Alpha, the relevant components that offer commonality are grouped to indicate reference to variables researched in order to generate common factors through the factor analysis process. The intention was to identify the number of factors evident to offer values of 0.6 and higher. Any component that does not offer commonality in scoring 0.6 and higher provides poor correlation, however, it may still

be considered should the relationship to the variable or research questions be evident (Sekaran, 2003: 205).

4. Based on grouped variables, an analysis was completed and each factor labelled in order to produce further analysis, and descriptive techniques and comparison to theme analysis explored in qualitative methods.

This application of the triangulation mixed methods approach required of the researcher to combine the results achieved in both the qualitative and quantitative research and compare these with the research objectives stated. This included data correlation, consolidation and integration which, according to De Vos et al. (2013: 447), involves the quantitative data being data integration correlated with the qualitative data. The key factors and themes respectively were listed and areas of commonality were identified and recorded in a tabulated format. The mixed methods result emerged, confirming the integration of the results to establish derived commonality.

The interpretation and conclusions drawn from this exercise confirmed the link between themes and key factors emerging. This allowed further discussion of the research results and recommendations and conclusions could be drawn.

3.7 Conclusion

This study applied the mixed methods research approach to a case study design at a selected metropolitan municipality. A non-probability random sampling technique was used to determine the sample of staff from a selected group in the municipality to participate in the quantitative research. A selected group of eight Devolved Human Resources Managers were identified to participate in the qualitative research. Questionnaires collected the quantitative data while unstructured interviews collected the qualitative data. The questionnaire was distributed using an electronic platform via a share point site and controlled to ensure anonymity. The participants responded to the questions and the results were uploaded to SPSS for further interpretation. The information offered an opportunity to determine key factors emerging and further analysis of statistical data offered further outcomes. The DHRMs were interviewed and the results were coded and themed to determine key outcomes. In the application of the mixed method research approach, the data from both research methods were correlated and new results emerged. In the following Chapter, the research results will be presented and analysed according to the triangulation mixed methods data integration.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the results of the study and includes the perceptions, experience and views of the staff who responded to the survey questionnaire as well as the information obtained during the unstructured interview. These results assisted the researcher in understanding the succession planning practices in the metropolitan municipality. The quantitative data obtained will be discussed, confirming the biographical information of respondents and the questionnaire results depicted through tables and descriptive statistical analysis to offer further clarity. Key factors emerging from the quantitative analysis will be highlighted. The unstructured interview results will be presented in network description as qualitative thematic analysis of the responses received. Key themes emerging will be provided and discussed.

4.2 Questionnaire results (Quantitative data)

The questionnaire was distributed electronically via a Microsoft Share Point Share Site and through restricted access granted to only the selected respondents, the questionnaire was completed online. The questionnaire was distributed to 2086 staff members; a minimum of 325 / 2086 was required for a valid response. A total of 509 valid responses were acknowledged which represents a 24% response rate. The data was analysed using *SPSS software version 23*.

4.2.1 Biographical data

The biographical data provide information on the respondents with regard to their functional area, occupational category, age, gender, racial group, years of service and highest educational qualification.

The objective was to determine the functional area that the respondent represents in order to draw further conclusions around the distribution of the results across all areas in the metropolitan municipality.

It is evident in Figure 4.1 that the majority of the respondents were from the Corporate Services functional area at 25%, followed by Utility Services at 19% and the Finance functional area at 14%. These three functional areas are some of the largest in the municipality. The Transport, Community Services and Health functional areas are also large

but elicited few responses. Some of the smaller functional areas like Tourism and Economic Development and Social Development, had very low responses.

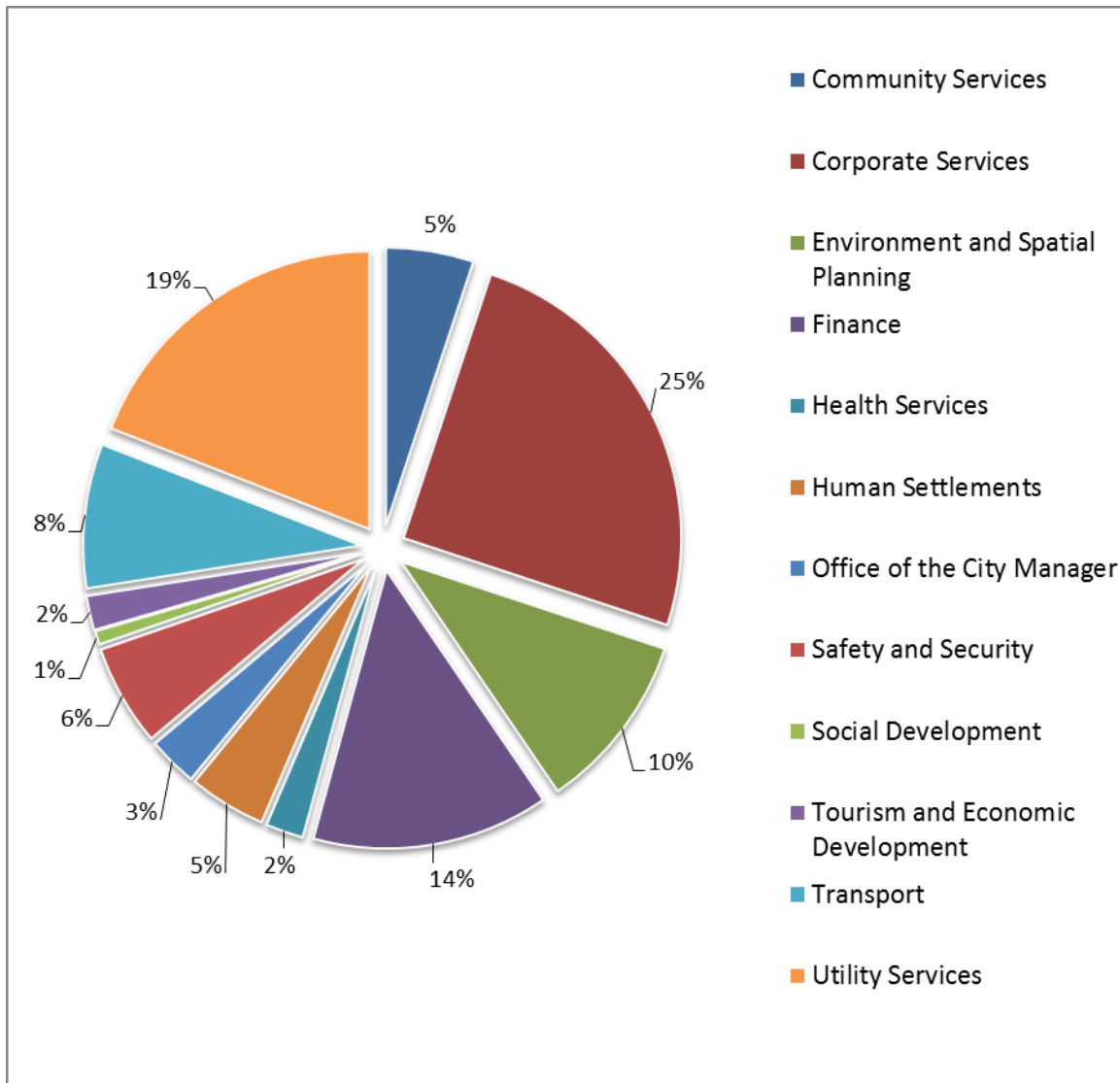


Figure 4.1: Respondents per functional area

In order to understand to which occupational category the respondents belonged, the researcher considered the possible reason for the specific responses received against certain key questions posed in the survey.

The respondents per occupational category is represented in Figure 4.2 with 52% or more than half of the respondents represented by managers and functional heads, 45% represented by senior / principal professionals and 3% of the respondents represented by executive and senior management.

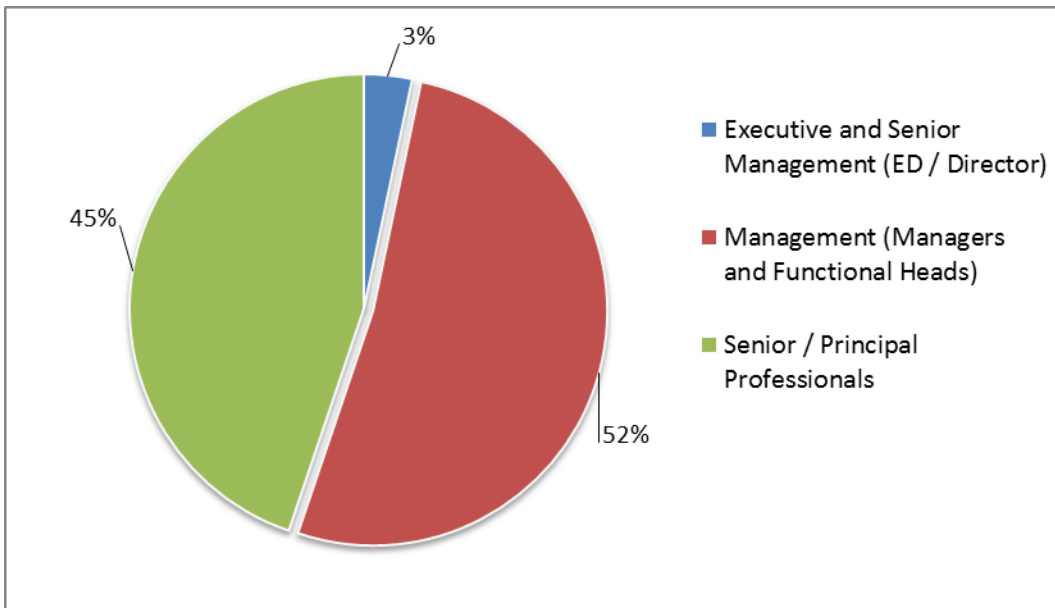


Figure 4.2: Respondents per occupational category

The age of the respondent was important for the researcher in order to determine the difference in views and experiences between different age groups. On some specific questions, the responses could provide clarity as to views and experiences around current succession planning practices.

In terms of the age profile of the respondents, Figure 4.3 confirms that the majority of the responses were received from respondents between the ages of 46 and 55 at 38%, 28% of respondents were between the ages of 36 and 45, 23% between the ages of 56 and 65, 10% between the ages of 26 and 35 and 1% age 65 and above.

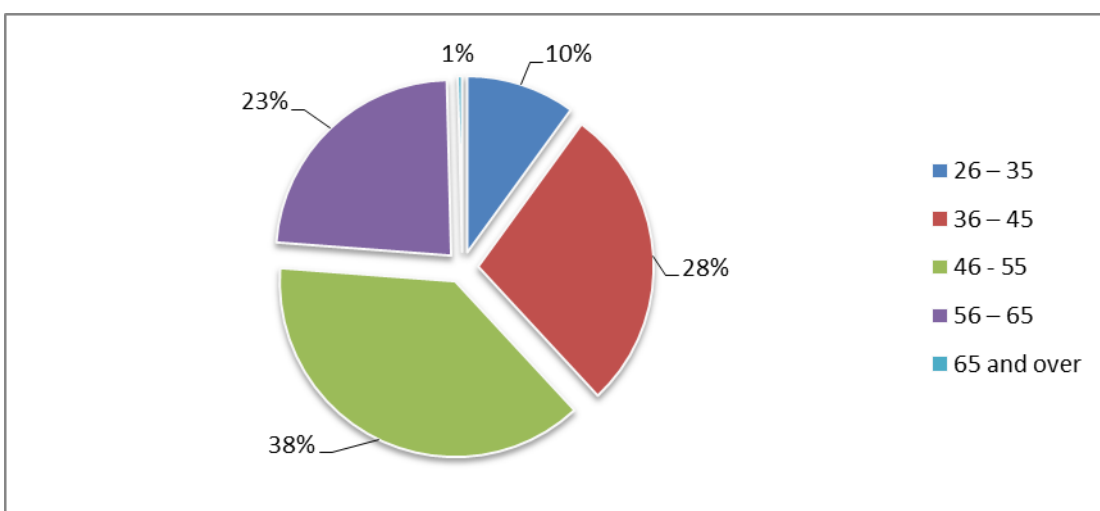


Figure 4.3: Respondents per age category

The researcher wanted to understand how the succession planning process and its supporting mechanisms in talent management were perceived and experienced by different racial groups in the municipality.

The breakdown per racial group is depicted in Figure 4.4 where it is evident that 51% of the respondents were white, 34% were coloured, 12% were African and 3% were Indian.

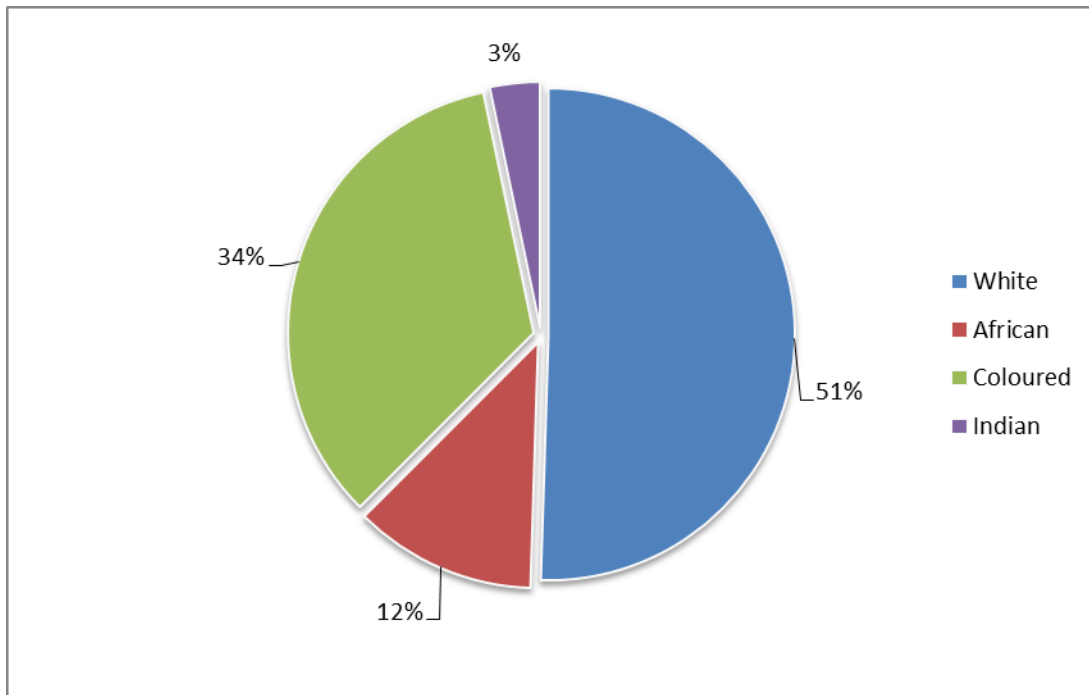


Figure 4.4: Racial group of the respondents

The researcher needed to understand the level of feedback and understanding of certain talent management and succession planning practices based on the number of years' service in the municipality.

The years of service of the respondents are evident in Figure 4.5, with 40% of the respondents at more than 20 years' service in the municipality, with this response rate being the highest in this category. This offers insight into the knowledge and experiences these respondents could share in the research. Staff with one to five years' service account for 20% of the respondents, staff with six to ten years' service account for 17% of the respondents, staff with 16 to 20 years' service for 12 % of the respondents, staff with 11 – 15 years' service for 8% of the respondents and staff with less than one year's service for 3% of the respondents.

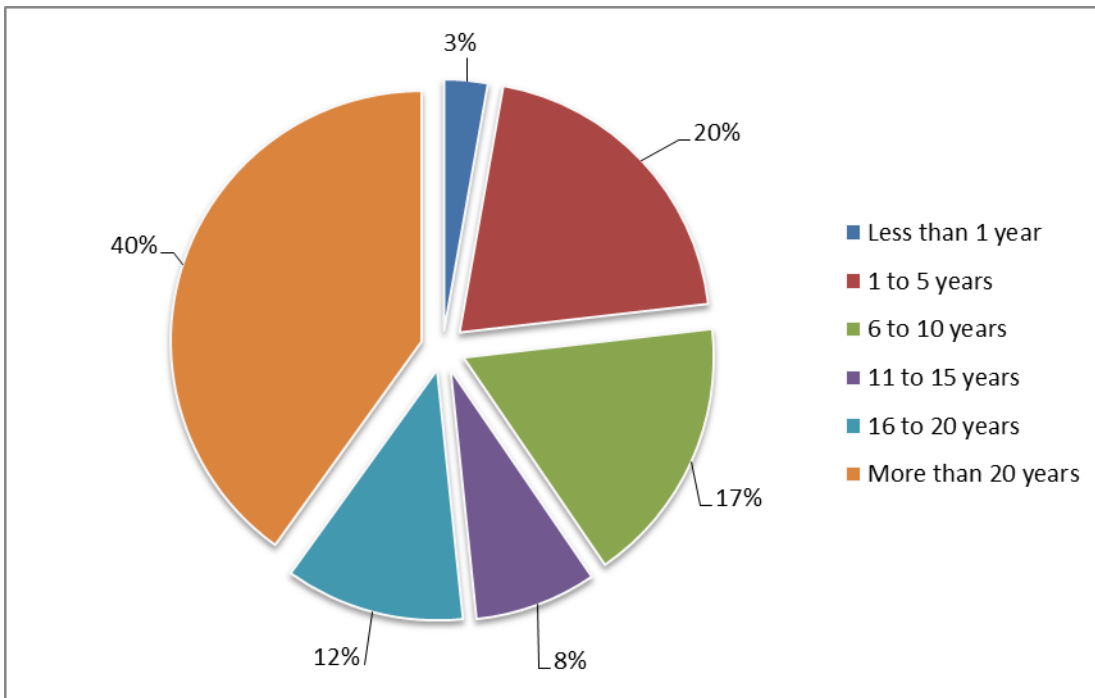


Figure 4.5: Tenure of the respondents

In summary, a majority 52% response was received from managers and functional heads. A majority response of 38% were received from staff between the ages of 46 – 55 years, confirming insight from staff with a number of years of working experience. This is complemented by the fact that the highest response of 40% came from staff with more than 20 years' tenure. This offered the researcher a good indication of the source of information in terms of the biographical profile of those that responded and can confirm the true experience of management staff around the application and management of succession. The fact that only 49% of the respondents were from the designated group (as classified in terms of the Employment Equity Act), is acknowledged but could not have been influenced since the participation in the research was voluntary and was directed at a diverse group of staff of 2086 across various functional areas and occupational levels.

The researcher requested that respondents offer information on gender and qualifications but in the analysis of the data and with due consideration of the research questions and objectives measured, these factors have no bearing on the outcome of the research. The fact that a respondent was male or female would not have resulted in a lower level of exposure to succession planning since the responsibility lies in job descriptions and a mandated system of delegations. The level of exposure to succession planning and talent management of someone with only matric versus someone with a post-graduate tertiary qualification is no different since the level of work and job design determines depth of exposure to succession planning or the talent management framework.

4.2.2 Questionnaire results

This component of the questionnaire was structured in such a manner that it covered three distinct, yet highly interrelated sections, with questions in the context of talent management, career planning and succession planning. A total of 66 questions are distributed across these sections, and answers to these questions could reflect as:

- 0 – Do not know
- 1 – Strongly agree
- 2 – Agree
- 3 – Disagree
- 4 – Strongly disagree

Through the use of SPSS software, the correlation between questions and topics was established and resulted in the generation of a rotated component matrix indicating the factor grouping of variables and reliability analysis, Cronbach Coefficient Alpha outcome. In Table 4.1, the number of factors identified, frequency in terms of respondents, mean result of respondents' score across the factor, standard deviation (data points spread across the values and closeness to the mean) and the Cronbach's Alpha score, are reflected. The total number of responses was 509.

Table 4.1: Rotated component matrix factor analysis using Cronbach Coefficient Alpha

Factor identification	N	Mean	Std. Deviation (σ)	Cronbach's Alpha (α)
F1: Talent management process exposure and understanding	506	1.98	.445	0.927
F2: Management of succession planning process	491	2.83	.570	0.912
F3: Training and development engagement and opportunities	508	2.45	.569	0.840
F4: Legislative compliance of succession planning process	348	2.27	.605	0.905
F5: Access to training and development benefits the employee in their current job	508	2.04	.559	0.776
F6: Staff age profiles and knowledge of retirements	481	2.30	.736	0.819
F7: Job specific training and development	500	1.62	.419	0.688
F8: Career and succession planning process understanding	496	2.57	.608	0.770
F9: Workplace Skills Plan process	491	2.08	.631	0.874
F10: Staffing Strategies development	496	2.42	.584	0.770
F11: Job description content	468	2.57	.574	0.791

Factor identification	N	Mean	Std. Deviation (σ)	Cronbach's Alpha (α)
F12: Knowledge transfer to successors identified for key positions	484	2.65	.629	0.770
F13: HR policies and practices support succession planning process	467	2.45	.729	0.773
F14: Clearly defined critical and scarce skills	464	2.39	.609	0.902
F15: Responsibility for succession planning	463	1.70	.605	0.276

The following section will present the results of the factor analysis, reflect the key items attributable to determine the dimensions of each factor and will thereby provide each factor with a name or theme. The variables considered in the determination of the factor name are based on the key research questions grouped in the rotated component matrix that established the Cronbach Coefficient Alpha score through the *SPSS* software.

Where:

N = Frequency or number of respondents

Mean = Mean score across the respondents for this factor; to be read in alignment with the Likert scale values i.e. between 0 and 4 ranging from 1 (strongly agree) to 4 (strongly disagree)

Standard Deviation (σ) =

Quantify the amount of variation or dispersion of a set of data values. A standard deviation close to 0 indicates that the data points tend to be very close to the mean (also called the expected value) of the set, while a high standard deviation indicates that the data points are spread out over a wider range of values and is therefore reflected as closer to 1.

Cronbach's α Alpha =

Ranges from zero to one; values lower than 0,6 are considered poor; values ranging from 0,6 – 0,7 are considered acceptable and values more than 0,8 are considered good and indicate high reliability

(De Vos et al., 2013:172).

4.2.3 Factor identification

4.2.3.1 Factor 1: Talent Management process exposure and understanding

Main constructs evident in this factor:

- Understanding and ability to apply competencies in Personal Development Plans
- Understanding how to apply competencies in recruitment and selection (R&S)
- Ability to manage a staff member's development through a PDP
- Understanding how to interpret and use a PDP to address performance gaps identified during Individual Performance Management (IPM) discussions
- Understanding the use of competencies during annual IPM discussions
- Ability to apply the requirements of the IPM policy
- Ability to apply the R&S policy
- Knowledge of the R&S policy
- Offering assistance in guiding others regarding career planning
- Offering assistance in the use of a PDP to address Training and Development gaps
- Ability to manage day to day performance of staff
- Understanding and applying competency frameworks
- Understanding and ability to define Talent Management

Table 4.2: Factor 1 - Talent management process exposure and understanding

Age analysis		N	Mean	Std. Deviation
	26 – 35	51	2.07	.504
	36 – 45	140	1.98	.430
	46 – 55	194	1.98	.450
	56 – 65	119	1.94	.432
	65 and over	2	2.00	.109
Functional area		N	Mean	Std. Deviation
	Community Services	26	1.83	.407
	Corporate Services	126	1.94	.495
	Environment and Spatial Planning	53	2.10	.375
	Finance	69	1.91	.471
	Health	11	2.04	.593
	Human Settlements	22	1.98	.460
	Office of the City Manager	15	1.93	.392
	Safety and Security	30	1.81	.391
	Social Development	4	2.00	.258
	Tourism and Economic Development	10	2.20	.163
	Transport	43	2.04	.437
	Utility Services	97	2.06	.405

Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	1.81	.404
	Management (Managers and Functional Heads)	264	1.88	.422
	Senior / Principal Professionals	225	2.11	.441
Race		N	Mean	Std. Deviation
	White	257	2.01	.456
	African	59	1.93	.483
	Coloured	173	1.96	.418
	Indian	17	1.96	.422
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	14	1.93	.234
	1 to 5 years	104	2.01	.509
	6 to 10 years	85	1.96	.430
	11 to 15 years	40	1.95	.445
	16 to 20 years	59	2.00	.414
	More than 20 years	204	1.98	.440

The responses to factor 1 are captured in Table 4.1 and confirm a total number of 506 out of a possible 509 valid respondents. A total of three respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 1.98 which indicates that between all respondents, the majority agree on the group of questions around this factor. The standard deviation of .445 confirms a reasonable spread of the responses around the mean. Cronbach's Alpha score is more than 0.8 and hence there is high reliability amongst the items in this factor.

The distribution of the results in Table 4.2 provides the following insights:

In terms of age groups, the spread in the mean is quite close to the overall mean of the factor and all provide a response in which they agree with the items. In the age group 26 – 35 where the mean of 2.07 exceeds the mean score of the factor, and with a standard deviation of over 0.5, this could imply a spread away from 1.98 and closer to 2.5 where a few individuals could have offered a response of disagree.

The functional areas indicate that the mean remains close to the mean of the factor except for the Tourism and Economic Development and Environment and Spatial Planning functional areas where the mean of 2.20 and 2.10 respectively are recorded. The standard deviation of .163 and .375 for these two functional areas shows responses close to the mean do not change the response of agreement. In a few other functional areas, the mean of between 2.04 and 2.06 also implies that a few staff members may have offered a response of disagree.

In the occupational category for factor 1 there is a clear indication that the senior / principal professionals have a mean of 2.11 that exceeds the factor mean score of 1.98. The lower scores of the other two categories move the overall mean back to the factor mean. The standard deviation for the senior / principal professional category is, however, reasonably distributed at .441 and by implication, confirms a majority response of agreement although a few staff members did disagree with the items in this factor.

The mean score for each race group in factor 1 is close to the overall mean for the factor. The standard deviation per race group does offer indication of a good spread across the answers received with distribution mainly confirming agreement.

The mean score for years of experience is close to the mean of the factor. The standard deviation in the group of 1 to 5 years' experience is the highest at .509 and can indicate a spread away from the mean of the factor with stronger distribution lying between agreement and disagreement.

Based on the interpretation of the above results, the following outcome is evident:

Factor 1 outcome – Talent Management is understood by most

4.2.3.2 Factor 2: Management of the succession planning process

Main constructs evident in factor 2

- Management know who top performers are in the department.
- Staff identified as top performers are engaged with to secure commitment.
- Management are involved in planning and implementation of succession processes.
- Departments invest in the development of an attraction and retention strategy for critical and scarce skills.
- Departments have retention measures to prevent loss of critical / scarce skills.
- Succession planning is priority at highest level.
- Department has mechanisms to integrate IPM – PDP – Career and succession – staff retention.
- Department identified key positions for succession planning purposes.

Table 4.3: Factor 2 - Management of the succession planning process

Age analysis		N	Mean	Std. Deviation
	26 – 35	46	2.97	.600
	36 – 45	140	2.85	.520
	46 – 55	188	2.85	.589
	56 – 65	115	2.74	.576
	65 and over	2	2.44	.619
Functional area		N	Mean	Std. Deviation
	Community Services	24	3.07	.628
	Corporate Services	121	2.83	.615
	Environment and Spatial Planning	50	2.89	.442
	Finance	66	2.54	.627
	Health	11	2.54	.421
	Human Settlements	22	2.98	.439
	Office of the City Manager	15	2.71	.666
	Safety and Security	30	2.85	.542
	Social Development	4	2.78	.169
	Tourism and Economic Development	10	3.11	.361
	Transport	42	2.92	.426
	Utility Services	96	2.90	.562
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.42	.701
	Management (Managers and Functional Heads)	261	2.78	.550
	Senior / Principal Professionals	213	2.94	.560
Race		N	Mean	Std. Deviation
	White	247	2.76	.590
	African	60	2.93	.591
	Coloured	167	2.89	.528
	Indian	17	3.04	.458
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	12	2.58	.469
	1 to 5 years	102	2.97	.600
	6 to 10 years	83	2.91	.530
	11 to 15 years	37	2.83	.565
	16 to 20 years	56	2.74	.538
	More than 20 years	201	2.77	.572

As depicted in Table 4.1, factor 2 has a total number of 491 out of a possible 509 valid respondents. In total, 18 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.83 which indicates that between all respondents they disagree with the items in this factor. The standard deviation of .570 confirms a wide spread of the responses around the mean with a

tendency towards strongly disagree and few towards agreement. Cronbach's Alpha score is more than 0.8 and hence there is high reliability amongst the items in this factor.

The distribution of the results in Table 4.3 provides the following insights:

Across the age groups the mean is quite close to the mean for the factor and all offer a response in which they disagree with the items. The standard deviation of over 0.5 could imply a spread away from 2.83 and closer to 3 or 3.5 where some individuals offered a response of disagree and strongly disagree and very few individuals offered a response of agree. The strongest case is made by the age group 26 – 35 where the mean of 2.97 and standard deviation of .600 confirm responses of disagree and strongly disagree.

Across the functional areas the mean score remains close to the mean of the factor, confirming all respondents across the functional areas disagree with the items. The respondents in Tourism and Economic Development and Community Services offered a mean of 3.11 and 3.07 respectively. The standard deviation for Community Services confirms a wide spread in the responses received, implying scores that could range between 3 and 4 leaning towards strongly disagree. The standard deviation for Tourism and Economic Development confirm the grouping of responses is close to the mean for the functional area and hence confirms a strong response of disagreement. The Finance and Health functional areas show a mean of 2.54 and with a standard deviation widely spread, could indicate few respondents offered a response of agreement with the items in this factor.

The occupational category shows a mean score for management at 2.78. This is close to the mean for this factor at 2.83. The mean for executive and senior management is lower than the mean for this factor at 2.42, confirming more responses of agreement. The standard deviation for executive and senior management indicates a wide spread of the mean around the score that could imply scores ranging from 2 (agree) to 3 (disagree). The mean for senior / principal professionals exceeds the mean for the factor and shows an average spread with responses closer to a 3 score, confirming this group firmly disagree.

The mean per race group remains close to the mean for the factor. In the Indian race group, however, the mean exceeds a 3.00 score for the factor at 3.04 however the standard deviation shows a low spread around the mean. These respondents constituted a small percentage (number) of respondents. The standard deviation across all race groups shows an average spread across and confirms disagreement with the items in this factor.

Across all categories of experience, the mean is close to the factor mean with only the mean for the category less than one year's experience at 2.58. It is still leaning towards a 3 score

and indicates that in terms of years of experience, all respondents disagree with the items in this factor. The standard deviation across all areas shows an average distribution with only the group of less than one year of experience at the lowest standard deviation of .469 with a possibility of some respondents in this group offering a response of agreement.

Based on the interpretation of the above results, the following outcome is evident:

Factor 2 outcome – Succession planning process is not managed

4.2.3.3 Factor 3: Training and development engagement and opportunities

Main constructs evident in factor 3

- Career goals and aspirations as well as training and development are discussed with the staff member once in 12 months
- Staff member has a PDP that is discussed with him/her and a plan of action to address training and development needs are agreed upon
- Staff member can discuss areas of development with manager
- Staff member receives on the job training and mentorship to enhance career
- Staff member has access to and understands career paths in organisation
- Staff member afforded opportunity to receive coaching
- Staff member's career path is clear and meeting career aspirations are on track

Table 4.4: Factor 3 – Training and Development Engagement and Opportunities

Age		N	Mean	Std. Deviation
	26 – 35	51	2.40	.664
	36 – 45	142	2.52	.557
	46 – 55	194	2.45	.583
	56 – 65	119	2.40	.517
	65 and over	2	2.64	.101
Functional Area		N	Mean	Std. Deviation
	Community Services	26	2.45	.630
	Corporate Services	126	2.40	.588
	Environment and Spatial Planning	53	2.50	.406
	Finance	70	2.25	.631
	Health	11	2.29	.505
	Human Settlements	23	2.61	.515
	Office of the City Manager	15	2.57	.486
	Safety and Security	30	2.47	.574
	Social Development	4	2.16	.618
	Tourism and Economic Development	10	2.76	.320
	Transport	43	2.62	.526
	Utility Services	97	2.52	.584

Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.65	.466
	Management (Managers and Functional Heads)	264	2.38	.573
	Senior / Principal Professionals	227	2.52	.561
Race		N	Mean	Std. Deviation
	White	257	2.42	.542
	African	61	2.55	.634
	Coloured	173	2.48	.582
	Indian	17	2.33	.575
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	14	2.23	.510
	1 to 5 years	104	2.64	.590
	6 to 10 years	87	2.45	.549
	11 to 15 years	40	2.38	.638
	16 to 20 years	59	2.45	.560
	More than 20 years	204	2.39	.541

In Table 4.1, factor 3 has a total number of 508 out of a possible 509 respondents. This implies that only one respondent was invalid as a response of “do not know” may have been provided or a number of questions were not answered. The mean is 2.45 and with a standard deviation of .569, indicates a wide distribution of the responses around the mean with the possibility of answers ranging from agree to disagree and the majority offering a response of agreement. Cronbach’s Alpha is more than 0.8 and hence there is a high reliability amongst the items in this factor.

The distribution of the results in Table 4.4 provides the following insights:

The mean per age group is close to the mean for this factor and with standard deviations of above .500, implies responses of both agree and disagree. In the age group of 65 and over the mean is at 2.64 with a stronger lean towards absolute disagreement. This is further supported in that the standard deviation for the age group 65 and over is at .101, confirming that the responses to these questions were located close to a score of disagreement on the items. This, however, is not significant, since only two staff members in this age bracket, responded to the questionnaire.

Across the functional areas the mean scores vary from the mean for the factor confirming that respondents across the functional areas agreed or disagreed with the items in this factor. The mean score of the respondents in Human Settlements, Office of the City

Manager, Tourism and Economic Development, Transport and Utility Services exceeds the 2.5 score and hence leans stronger toward an answer of 3 or disagreement with the items. In Tourism and Economic Development this is confirmed quite strongly with a lower standard deviation closer to zero. The Finance, Health and Social Development mean of less than 2.30 indicates a preference for agreement with the items in this factor.

The occupational category mean for management is close to the mean of the factor, whilst the executive and senior management group with a mean of 2.65 and senior/principal professionals with a mean of 2.52 are higher than the factor mean. The standard deviation for these groups is widely distributed, with possible dispersed responses across agree and disagree with a higher lean towards a 3 response of disagreement.

The mean of the White and Coloured groups remains close to the mean of the factor. The African group has a mean of 2.55 and with a standard deviation of .634, the distribution of the answers around the mean varies between agree and disagree with the majority of responses leaning towards disagree. The Indian group has a mean of 2.33 with a standard deviation of .575 with majority responses being in agreement and few in disagreement.

The mean for the group with less than one's year experience as well as those with 11 to 15 years and those with more than 20 years' experience, leans more towards a response of agreement. The group with one to five years' experience lean more toward a response of disagreement. The standard deviation is widely spread, confirming answers ranging between agreement and disagreement.

Based on the interpretation of the above results, the following outcome is evident:

Factor 3 outcome: - Inadequate engagement on training and career development

4.2.3.4 Factor 4: Legislative compliance of the succession planning process

Main constructs evident in factor 4

Employer's current application of succession planning practice, complies with the:

- Labour Relations Act
- Skills Development Act
- Basic Conditions of Employment Act
- Employment Equity Act

Table 4.5: Factor 4 – Legislative compliance of the succession planning process

Age		N	Mean	Std. Deviation
	26 – 35	35	2.47	.696
	36 – 45	95	2.34	.680
	46 – 55	132	2.26	.553
	56 – 65	85	2.14	.530
	65 and over	1	2.00	.
Functional Area		N	Mean	Std. Deviation
	Community Services	16	2.18	.618
	Corporate Services	82	2.25	.615
	Environment and Spatial Planning	33	2.38	.572
	Finance	53	2.10	.525
	Health	7	2.07	.732
	Human Settlements	16	2.30	.537
	Office of the City Manager	10	2.28	.837
	Safety and Security	21	2.28	.602
	Social Development	4	2.00	.000
	Tourism and Economic Development	5	2.40	.548
	Transport	29	2.32	.415
	Utility Services	72	2.40	.697
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	14	2.20	.677
	Management (Managers and Functional Heads)	194	2.21	.568
	Senior / Principal Professionals	140	2.37	.636
Race		N	Mean	Std. Deviation
	White	175	2.08	.476
	African	42	2.72	.744
	Coloured	118	2.37	.620
	Indian	13	2.48	.525
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	7	1.89	.197
	1 to 5 years	68	2.32	.713
	6 to 10 years	58	2.43	.652
	11 to 15 years	29	2.44	.610
	16 to 20 years	41	2.22	.628
	More than 20 years	145	2.19	.512

It is evident in Table 4.1 that factor 4 has a total number of only 348 out of a possible 509 respondents. This implies that 161 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.27 and with a standard deviation of .605, indicates a wide distribution of the responses around the mean with answers ranging from agree to disagree. The mean does, however,

confirm a stronger response around agreement to the items in the factor. Cronbach's Alpha is more than 0.8 and hence there is a high reliability amongst the items.

The distribution of the results in Table 4.5 provides the following insights:

The majority of responses received were in the age group 46 – 55. In the age group 65 and over, a mean of 2.00 is recorded with a definite response of agreement, however, only one response was received in this category. In the category 56 – 65, the mean is lower than the factor mean and with an above average distribution of the standard deviation, could imply responses that range from agree to strongly agree. In the categories 26 – 35 and 36 - 45 years of age the mean is above the factor mean and with a wide distribution in terms of the standard deviation, responses could range from agree to disagree.

The mean across the functional areas are closely aligned to the mean for the factor, except for Environment and Spatial Planning, Tourism and Economic Development and Utility Services where the mean exceeds the mean of the factor by more than a 0.5 variance. In all three instances, the standard deviation is above average or widely distributed, indicating responses that range from agreement to disagreement. As all functional areas lie below 2.5, it seems the majority offered an answer confirming agreement. In the instance of Social Development, the mean is at 2.00 however only four responses to this factor were recorded. In the instance of Community Services, Finance and Health, a mean of far below the factor mean was recorded and with a broad distribution of the standard deviation across all three, could imply a response of agree and strongly agree.

The mean across all management occupational categories are very aligned with the mean for the factor. The senior / principal professionals' occupational category exceeds the mean of the factor at a mean of 2.37 and with a standard deviation of .636 implies a distribution of responses varying between agree and disagree with a smaller number of responses leaning towards disagreement. The standard deviation across executive and senior management and the management functional areas indicates an average distribution of responses and hence respondents could agree or disagree with the variables. The overall mean indicates that respondents in these two categories agree.

The white race group shows a mean lower than the mean of the factor, confirming a response of agreement and with the standard deviation far lower than the other race groups implies that the spread of responses is a lot closer to the mean. In the instance of the African, Coloured and Indian race groups, the mean exceeds the factor mean and their responses lean towards disagreement with the African group, confirming a mean of 2.72 with a standard deviation of .744 implying a response of disagree / strongly disagree.

The mean for the group with less than one year's experience indicates 1.89. In this group with only seven respondents, a mean of lower than the mean of the factor is thus recorded and with a standard deviation close to the mean, it confirms that this group was in strong agreement with the items. In the categories 1 to 5 years, 6 to 10 years and 11 to 15 years, the mean exceeds the factor mean and with a standard deviation that exceeds .600 in all three categories, implies a high distribution and responses that range from agreement to disagreement. Those with 16 to 20 years and more than 20 years' experience depict a mean lower than the mean of the factor, indicating a definite agreement with the items in the factor.

Based on the interpretation of the above results, the following outcome is evident:

Factor 4 outcome – Mostly labour legislation compliant

4.2.3.5 Factor 5: Employee access to training and development benefits

Main constructs evident in factor 5:

- Access to internal training courses is to the benefit of employee in current job
- Access to external training courses is to the benefit of employee in current job
- Attending workshops and seminars is to the benefit of employee in current job
- Access to leadership/ management development to support career development

Table 4.6 Factor 5 – Employee access to training and development benefits

Age		N	Mean	Std. Deviation
	26 – 35	51	2.11	.634
	36 – 45	142	2.03	.605
	46 – 55	194	2.02	.536
	56 – 65	119	2.04	.511
	65 and over	2	2.25	.354
Functional area		N	Mean	Std. Deviation
	Community Services	26	2.19	.346
	Corporate Services	126	2.03	.603
	Environment and Spatial Planning	53	2.04	.566
	Finance	70	1.90	.567
	Health	11	1.88	.587
	Human Settlements	23	2.25	.650
	Office of the City Manager	15	2.24	.580
	Safety and Security	30	2.07	.583
	Social Development	4	1.81	.375
	Tourism and Ec. Development	10	2.07	.521
	Transport	43	2.03	.474
	Utility Services	97	2.05	.536

Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.21	.623
	Management (Managers and Functional Heads)	264	1.97	.549
	Senior / Principal Professionals	227	2.11	.557
Race		N	Mean	Std. Deviation
	White	257	2.07	.532
	African	61	2.08	.666
	Coloured	173	2.02	.549
	Indian	17	1.68	.557
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	14	2.16	.533
	1 to 5 years	104	2.10	.588
	6 to 10 years	87	2.02	.651
	11 to 15 years	40	2.03	.607
	16 to 20 years	59	2.01	.526
	More than 20 years	204	2.02	.503

The information in Table 4.1 indicates that factor 5 has a total number of 508 out of a possible 509 respondents. Only one respondent was deemed invalid as an answer of “do not know” or no response to a number of questions was recorded. The mean is 2.04 and with a standard deviation of .559, indicates an average distribution of the responses around the mean with answers ranging from strongly agree to agree. Cronbach’s Alpha is between 0.7 and 0.8 and hence there is an acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.6 provides the following insights:

The mean of three age groups aligns closely with the mean for the factor. The standard deviation for the age group 65 and over is at .354, the lowest, however only two respondents were recorded and this has no real significance in terms of the factor mean. The standard deviations for the other age categories are widely distributed and imply responses of agree and strongly agree. In the category 26 – 35 years, the mean on 2.11 and standard deviation of .634 imply a small number of respondents may have offered a response of disagree.

The mean across the functional areas are recorded as 1.81 being the lowest and 2.25 being the highest. The standard deviation results across the functional areas show an average to wide distribution in general confirming responses ranging from strongly agree to agree. In Human Settlements and the Office of the City Manager, a mean of 2.25 and 2.24 is recorded and with a standard deviation quite broadly distributed in both instances, implies responses of agree and disagree.

The mean of the executive director and senior management occupational category exceeds the mean of the factor and with a wide standard deviation, can imply responses ranging from agree to disagree. In the management category, the standard deviation is widely distributed across the mean and the respondents would have indicated an answer of strongly agree to agree. In the senior / principal professional category, a small number of respondents may have offered a response of disagree since the mean is at 2.11 and the standard deviation .557. The majority, however, agree with the items in the factor.

The mean per race group is close to the mean for the factor, except for the Indian group where the mean is far lower than the factor mean. The mean for the Indian group at 1.68 could imply more support for strongly agree in this factor. The distribution of the respondents is quite wide across the mean, confirming respondents for the White, African and Coloured group to be in agreement with few responses of disagreement.

The responses across all categories of years of service, confirm that all are in agreement with the items assessed, with a few responses of disagreement evident in the category less than one year and one to five years with mean scores of 2.16 and 2.10 respectively and widely distributed standard deviations. The standard deviations across all other areas are widely distributed, accounting for the respondents mainly confirming agreement or strongly agreeing, with very few responses of disagreement.

Based on the interpretation of the above results, the following outcome is evident:

Factor 5 outcome – Employees have access to training and development that benefits

4.2.3.6 Factor 6: Staff age profile and knowledge of retirements

Main constructs evident in factor 6:

- Availability of information on retirees in next five to ten years available to the respondent as an employee of the municipality
- Age profile of staff in different occupational categories is known to the respondent

Table 4.7: Factor 6 - Staff age profile and knowledge of retirements

Age	N	Mean	Std. Deviation
26 – 35	47	2.62	.731
36 – 45	134	2.38	.696
46 – 55	185	2.27	.778
56 – 65	113	2.10	.648
65 and over	2	2.00	1.414

Functional area		N	Mean	Std. Deviation
	Community Services	25	2.30	.829
	Corporate Services	118	2.29	.799
	Environment and Spatial Planning	50	2.45	.664
	Finance	66	2.11	.769
	Health	11	2.05	.789
	Human Settlements	20	2.33	.748
	Office of the City Manager	14	2.21	.671
	Safety and Security	30	2.35	.632
	Social Development	4	2.13	.854
	Tourism and Economic Development	10	2.75	.635
	Transport	40	2.40	.496
	Utility Services	93	2.27	.754
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	1.65	.523
	Management (Managers and Functional Heads)	258	2.13	.726
	Senior / Principal Professionals	206	2.56	.669
Race		N	Mean	Std. Deviation
	White	237	2.19	.704
	African	57	2.31	.860
	Coloured	170	2.40	.720
	Indian	17	2.59	.712
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	11	2.55	.611
	1 to 5 years	101	2.47	.849
	6 to 10 years	80	2.45	.719
	11 to 15 years	38	2.30	.703
	16 to 20 years	53	2.21	.696
	More than 20 years	198	2.15	.676

In Table 4.1, factor 6 has a total number of 481 out of a possible 509 respondents. This implies that 28 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.30 and with a standard deviation of .736, indicates quite a wide distribution of the responses around the mean with possibility of answers ranging from strongly agree to agree to disagree. Cronbach’s Alpha is above 0.8 and hence there is high reliability amongst the items in this factor.

The distribution of the results in Table 4.7 provides the following insights:

The respondents in the age groups 26 – 35 and 36 – 45 have a mean higher than the mean of the factor, implying responses of disagree recorded for these items. The standard

deviation for these categories is widely distributed and as a result some answers may vary between agree and disagree. In the age group 56 – 65 years, the respondents recorded a low mean in relation to the mean of the factor and the standard deviation for this category has a wide distribution. The general confirmation is that this group would agree with the items.

Across all functional areas the mean is very close to the mean of the factor except for Environment and Spatial Planning with a mean of 2.45 and standard deviation of .664, implying that quite a few respondents offered a response of disagree. The same argument can be made for the Transport functional area. The mean for the Tourism and Economic Development functional area is far above the factor mean at 2.75. The standard deviation of .635 is distributed around the mean, implying that answers range from some that agree, to a good number that disagree and some might strongly disagree.

The mean for the executive and senior management group is far lower at 1.65 than the mean for the factor. The standard deviation for this category has an average distribution and as a result, it is evident that this group offered responses such as strongly agree and agree. The management group seems close enough to the mean of the factor but with a high standard deviation, elicited responses of agreement and disagreement. The senior / principal professionals with a mean of 2.56 and a distribution of .669 on the standard deviation is of concern in that they disagree with the items in this factor and even include answers of strongly disagree.

The mean for the White, African and Coloured race groups are close to the mean of the factor, however with very high standard deviations, it implies a response from the three groups that could range across strongly agree, agree and disagree. The Indian group has a mean of 2.59, implying a greater lean towards disagree than the other race groups.

All respondents with 10 years or less experience have a mean far higher than the mean of the factor and with quite a high distribution of the standard deviation, the respondents in these age groups responded with agree and disagree, with the majority leaning towards disagree. In the age group 16 to 20 years and more than 20 years, the mean is lower than the mean of the factor and with a high standard deviation, implies responses of strongly agree, agree and a few who disagreed.

Based on the interpretation of the above results, the following outcome is evident:

Factor 6 outcome – Age profile and retirements are known to most

4.2.3.7 Factor 7: Job specific training and development

Main constructs evident in factor 7:

- Staff member knows current job requirements e.g qualifications, skills and knowledge.
- Staff member understands the job well and recognises own areas of development.
- Staff member believes coaching can assist staff in career development.
- Staff member believes that pursuing post matric studies through internal bursary scheme can enhance career opportunities.

Table 4.8: Factor 7 - Job specific training and development

Age		N	Mean	Std. Deviation
	26 – 35	49	1.59	.440
	36 – 45	139	1.66	.411
	46 – 55	192	1.62	.433
	56 – 65	118	1.61	.398
	65 and over	2	1.67	.471
Functional area		N	Mean	Std. Deviation
	Community Services	25	1.59	.456
	Corporate	125	1.58	.419
	Environment and Spatial Planning	53	1.68	.391
	Finance	69	1.56	.456
	Health	11	1.45	.472
	Human Settlements	22	1.65	.430
	Office of the City Manager	15	1.66	.439
	Safety and Security	29	1.61	.402
	Social Development	4	1.81	.239
	Tourism and Economic Development	9	1.72	.341
	Transport	42	1.71	.376
	Utility Services	96	1.66	.420
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	1.57	.422
	Management (Managers and Functional Heads)	259	1.59	.415
	Senior / Principal Professionals	224	1.66	.421
Race		N	Mean	Std. Deviation
	White	255	1.62	.420
	African	58	1.66	.458
	Coloured	170	1.64	.402
	Indian	17	1.44	.420
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	13	1.62	.333
	1 to 5 years	101	1.60	.466

6 to 10 years	85	1.63	.415
11 to 15 years	39	1.60	.360
16 to 20 years	59	1.69	.428
More than 20 years	203	1.62	.411

The reality around factor 7 as evident in Table 4.1 is that a total number of 500 out of a possible 509 respondents reacted. Only nine respondents were invalid as they may have responded with an answer of “do not know” or may not have responded to a number of questions. The mean is 1.62 which indicates that all respondents agree with the items in this factor. The standard deviation of .419 confirms a reasonable spread of the responses around the mean with some answers therefore leaning towards strongly agree. Cronbach’s Alpha score is deemed as acceptable as it is between 0.6 and 0.7.

The distribution of the results in Table 4.8 provides the following insights:

The mean for all age groups is in line with the mean of the factor and no anomalies are evident. The standard deviations across all age groups are spread around the response of agreement / strongly agree for the items in this factor.

The mean score for each of the functional areas is close to the mean score of the factor, confirming that all are in agreement. In the case of the Health Services functional area, the mean of 1.45 implies some respondents offered more responses of strongly agree to the items in this factor. The standard deviations across all functional areas indicate an average to low distribution across the mean.

In all occupational categories the mean is in line with the mean of the factor and no anomalies are evident. The standard deviations across all age groups have an average spread around the response of agree to the items in this factor.

In all race groups, the mean is in line with the mean of the factor except for the Indian group where the mean is below the factor mean and can imply that the respondents indicated a response of agree and strongly agree. The standard deviations across all the race categories have an average spread with a response of agreement / strongly agree to the items in the factor. The mean for all years of experience categories are in line with the mean of the factor and no anomalies are evident. The standard deviations across all experience categories have an average spread around the response of agreement to the items in this factor.

Based on the interpretation of the above results, the following outcome is evident:

Factor 7 outcome – Job and own development needs are known

4.2.3.8 Factor 8: Understanding of career and succession planning process

Main constructs evident in factor 8:

- Staff member understands career and succession integration
- Staff member understands IPM assessment link with succession management
- Staff member has been exposed to succession planning in municipality

Table 4.9: Factor 8 - Understanding of career and succession planning process

Age		N	Mean	Std. Deviation
	26 – 35	49	2.63	.649
	36 – 45	140	2.67	.589
	46 – 55	189	2.52	.619
	56 – 65	116	2.49	.582
	65 and over	2	2.67	.471
Functional area		N	Mean	Std. Deviation
	Community Services	24	2.54	.448
	Corporate Services	124	2.54	.636
	Environment and Spatial Planning	52	2.74	.461
	Finance	68	2.36	.653
	Health	10	2.62	.903
	Human Settlements	21	2.70	.722
	Office of the City Manager	15	2.56	.803
	Safety and Security	30	2.43	.555
	Social Development	4	2.75	.500
	Tourism and Economic Development	10	3.00	.471
	Transport	42	2.73	.541
	Utility Services	96	2.54	.560
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.20	.659
	Management (Managers and Functional Heads)	262	2.49	.598
	Senior / Principal Professionals	217	2.69	.591
Race		N	Mean	Std. Deviation
	White	252	2.55	.611
	African	60	2.70	.683
	Coloured	167	2.54	.578
	Indian	17	2.53	.554
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	13	2.65	.308
	1 to 5 years	102	2.71	.674
	6 to 10 years	85	2.66	.590

	11 to 15 years	39	2.59	.619
	16 to 20 years	57	2.60	.594
	More than 20 years	200	2.43	.574

In Table 4.1, factor 8 has a total number of 496 out of a possible 509 respondents. A total of 13 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.57 which indicates that all respondents disagree on the items around this factor. The standard deviation of .608 confirms a very wide spread of the responses around the mean with some respondents offering a response of agreement. Cronbach’s Alpha score of .770 is deemed as acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.9 provides the following insights:

The mean across the age groups is reasonably aligned to the mean of the factor. The mean confirms a response of disagreement from all age categories for this factor with only the categories of age 46 – 55 and 56 – 65 having a mean of 2.52 and 2.49 respectively, confirming that some of the respondents indicated that they are in agreement with the items in the factor. However, with a standard deviation of over .580 in all but one category, it could imply that some respondents agreed with the items across all categories.

The mean across most functional areas confirms a response of disagree, however the Finance functional area mean is at 2.36 and with a wide distribution of the standard deviation around the mean, this group responded with answers of agree and disagree to the items in this factor. The same can be confirmed for the Safety and Security functional area with a mean of 2.43. A strong mean of 3.00 for the ten respondents from Tourism and Economic development, provides a definite statement as to their experience around the items in this factor.

The mean for the management and senior/principal professional groups confirm their response as disagree to the variables in the factor however the mean of 2.49 for the management group and with their standard deviation at an average spread, implies that some respondents confirmed agreement with the items. In the case of the senior and principal professionals, the mean leans stronger to disagreement with the standard deviation at an average spread around the mean. The anomaly is that executive and senior management lean strongly towards agreement on the items in this factor.

In terms of all race groups the mean is in line with the mean of the factor and no anomalies are evident. The African group might be slightly higher at 2.70 with the possibility of responses recorded as strongly disagree. However, all race groups offer a response of

disagree for the items in this factor. The standard deviations across all age groups are spread wide enough around the response of disagreement with few who would have agreed.

The mean across all age groups is aligned to the factor mean, confirming that across the groups the respondents offer disagree as the response to the items in the factor. It is only in the age group of more than 20 years where the mean falls below 2.5 and with a standard deviation spread of .574, could imply that a number of respondents in this category provided a response of agree to the items in this factor.

Based on the interpretation of the above results, the following outcome is evident:

Factor 8 outcome – Career and succession planning is not understood

4.2.3.9 Factor 9: Understanding of Workplace Skills Plan process

Main constructs evident in factor 9:

- Staff member identifies and plan training and development needs for the Workplace Skills Plan.
- Staff member understands how personal development plans inform the Workplace Skills Plan
- Staff member knows process for the development and implementation of the Workplace Skills Plan

Table 4.10: Factor 9 Understanding of Workplace Skills Plan process

Age		N	Mean	Std. Deviation
	26 – 35	45	2.30	.779
	36 – 45	140	2.11	.614
	46 – 55	188	2.02	.610
	56 – 65	116	2.06	.613
	65 and over	2	1.67	.471
Functional area		N	Mean	Std. Deviation
	Community Services	25	1.89	.599
	Corporate Services	122	1.97	.620
	Environment and Spatial Planning	50	2.11	.511
	Finance	66	1.96	.657
	Health	11	2.12	.958
	Human Settlements	22	2.39	.656
	Office of the City Manager	15	2.04	.641
	Safety and Security	30	1.84	.682
	Social Development	4	2.08	.167

	Tourism and Economic Development	9	2.30	.633
	Transport	43	2.29	.545
	Utility Services	94	2.20	.614
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	1.84	.443
	Management (Managers and Functional Heads)	262	1.94	.583
	Senior / Principal Professionals	212	2.26	.655
Race		N	Mean	Std. Deviation
	White	250	2.09	.624
	African	58	2.03	.799
	Coloured	166	2.06	.580
	Indian	17	2.20	.613
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	11	2.15	.545
	1 to 5 years	101	2.25	.753
	6 to 10 years	83	2.03	.555
	11 to 15 years	38	2.14	.774
	16 to 20 years	59	2.05	.569
	More than 20 years	199	2.00	.572

In Table 4.1 it is confirmed that factor 9 has a total number of 491 out of a possible 509 respondents. This implies that 18 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.08 and with a standard deviation of .631, indicates quite a wide distribution of the responses around the mean with a possibility of answers ranging from strongly agree to agree to a few that may have disagreed. Cronbach’s Alpha is above 0.8 and hence there is high reliability amongst the items in this factor.

The distribution of the results in Table 4.10 provides the following insights:

The age group of 26 – 35 at a mean of 2.30 and a standard deviation of .779, confirms that this group responded with answers of agree and disagree across the items in the factor. The mean of the other age categories is close to the mean of the factor, however the standard deviations are all closer to 1.00 and as a result the answers offered range across strongly agree, agree and disagree. The age group of 65 and over with only two respondents, clearly have a preference of either strongly agree or agree.

The functional areas of Community Services, Corporate Services, Finance and Safety and Security provide a mean below the mean of the factor and in all instances are below 2.00.

With the standard deviation for each of these functional areas confirmed to be at .599 and higher, the distribution of responses around the mean is quite wide and as a result, responses to the item in this factor include agree and strongly agree. The opposite reality exists in Human Settlements, Tourism and Economic Development, Transport and to some extent in Utility Services, where the mean exceeds the mean of the factor commencing at 2.20 and higher. With a standard deviation widely distributed across the mean, the responses to the items in the factor, as received from these functional areas, mainly include agree and with some, disagree.

The mean for executive and senior management and for management is closely aligned to the mean for the factor and offers responses of strongly agree and agree. However, with a standard deviation distribution of .655 and a mean of 2.26, the senior/principal professionals offered a response that ranges from agree to disagree.

The mean across all race groups aligns with the mean of the factor, except for the Indian race group where the mean of 2.20 is offered and the standard deviation indicates that responses are quite widely distributed across the mean. This implies that the Indian race group responded with both agree and disagree. For the African, Coloured and White race groups, a high standard deviation is recorded, implying that responses received vary between strongly agree, agree and disagree.

The mean for the group with one to five years' experience exceeds the mean for the factor and with a standard deviation of .753, confirms that responses around the mean are widely distributed. As a result, the responses received from this group include agree and disagree. A similar argument could be made for the categories less than one year and 11 to 15 years with the standard deviation distribution being very wide.

Based on the interpretation of the above results, the following outcome is evident:

Factor 9 outcome – Workplace Skills Plan process is understood

4.2.3.10 Factor 10: Staffing strategies development

Main constructs evident in factor 10:

- Staff member participates in the development of a staffing strategy.
- Staff member understands Integrated Talent Management Framework (ITMF)
- Staff member knows process for the development of staffing strategies
- Staff member understands staffing strategy informs department decision on the filling of vacancies

Table 4.11: Factor 10 - Staffing strategies development

Age		N	Mean	Std. Deviation
	26 – 35	51	2.55	.593
	36 – 45	138	2.45	.581
	46 – 55	189	2.40	.577
	56 – 65	116	2.36	.593
	65 and over	2	2.88	.177
Functional area		N	Mean	Std. Deviation
	Community Services	26	2.30	.606
	Corporate Services	124	2.34	.634
	Environment and Spatial Planning	51	2.64	.462
	Finance	66	2.26	.589
	Health	11	2.45	.827
	Human Settlements	21	2.52	.577
	Office of the City Manager	15	2.54	.646
	Safety and Security	30	2.21	.465
	Social Development	3	2.14	.474
	Tourism and Economic Development	10	2.53	.506
	Transport	43	2.71	.496
	Utility Services	96	2.45	.533
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	1.96	.557
	Management (Managers and Functional Heads)	263	2.28	.560
	Senior / Principal Professionals	216	2.63	.545
Race		N	Mean	Std. Deviation
	White	250	2.46	.610
	African	59	2.29	.608
	Coloured	170	2.42	.537
	Indian	17	2.41	.542
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	14	2.71	.283
	1 to 5 years	101	2.55	.634
	6 to 10 years	83	2.39	.562
	11 to 15 years	39	2.36	.670
	16 to 20 years	59	2.36	.512
	More than 20 years	200	2.38	.574

In terms of Table 4.1, factor 10 has a total number of 496 out of a possible 509 respondents. This implies that 13 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.42, confirming most respondents are in agreement around the constructs and with a standard

deviation of .584, indicates an average distribution of the responses around the mean with answers ranging from agree to disagree. Cronbach's Alpha is between 0.7 and 0.8 and hence there is acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.11 provides the following insights:

The mean for three of the age categories aligns with the mean for the factor except for the age groups 26 – 35 and 65 and over where the mean is more than the factor mean and the standard deviation indicate the responses to be close to the mean. This implies a more definite response of disagree to the items in the factor.

The mean for Environment and Spatial Planning, Human Settlements, Office of the City Manager, Tourism and Economic Development and Transport exceeds 2.5, leaning more toward a response of disagree in terms of the items in the factor. This is further supported by standard deviation scores that are widely distributed across the mean of these functional areas. The mean for Community Services, Corporate Services and Compliance, Finance, Safety and Security and Social Development is lower than the mean for the factor. The standard deviation offers a wide spread of the responses as agree and strongly agree.

The executive and senior management category presents a mean of 1.96 which confirms definite support for a response of agreement with the items in the factor. In terms of the senior/principal professionals, it is evident that they offer a response leaning more towards disagreement with the items. The standard deviation in both these categories is well distributed around the mean, offering support for the results in both.

The mean across all race groups is closely aligned with the mean of the factor except for the African group that shows more agreement with the items than the other race groups. The standard deviation for the White, Coloured and Indian race group offers a very wide distribution across the mean, with responses of agreement / disagreement.

The responses offered by staff with six years and more experience confirm a distribution with more agreement but also disagreement across the items. Respondents with five years and less experience offer a mean of over 2.5 which indicates a lean towards definite disagreement and less agreement. The respondents with less than one year offer a mean of 2.71 and standard deviation of .283, indicating that the responses are closely distributed around the mean, hence indicating a strong disagreement on the items in this factor.

Based on the interpretation of the above results, the following outcome is evident:

Factor 10 outcome – Staffing strategies development are understood

4.2.3.11 Factor 11: Job description content

Main constructs evident in factor 11:

- Job descriptions in my branch/department clearly define KPAs, knowledge and skills at the required level.
- Required competencies for the positions in branch/department have been defined and linked to the positions for IPM and other talent management purposes.
- The career paths for jobs are clearly defined in my branch/department.

Table 4.12: Factor 11 - Job description content

Age		N	Mean	Std. Deviation
	26 – 35	43	2.41	.637
	36 – 45	131	2.62	.493
	46 – 55	182	2.61	.597
	56 – 65	110	2.52	.590
	65 and over	2	3.17	.236
Functional area				
Functional area		N	Mean	Std. Deviation
	Community Services	23	2.70	.583
	Corporate Services	114	2.68	.601
	Environment and Spatial Planning	50	2.75	.422
	Finance	65	2.26	.637
	Health	10	2.50	.503
	Human Settlements	20	2.73	.476
	Office of the City Manager	15	2.33	.701
	Safety and Security	30	2.53	.578
	Social Development	4	2.58	.419
	Tourism and Economic Development	10	2.77	.498
	Transport	39	2.60	.460
	Utility Services	88	2.53	.533
Occupational category				
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.33	.645
	Management (Managers and Functional Heads)	258	2.51	.547
	Senior / Principal Professionals	193	2.68	.584
Race				
Race		N	Mean	Std. Deviation
	White	235	2.56	.597
	African	52	2.53	.560
	Coloured	164	2.63	.550
	Indian	17	2.45	.499

Years of experience	N	Mean	Std. Deviation
Less than 1 year	10	2.47	.520
1 to 5 years	94	2.65	.550
6 to 10 years	75	2.62	.523
11 to 15 years	37	2.49	.553
16 to 20 years	53	2.53	.654
More than 20 years	199	2.55	.587

As evident in Table 4.1, factor 11 has a total number of 468 out of a possible 509 respondents. This implies that 41 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.57 and with a standard deviation of .574, indicates an average distribution of the responses around the mean with answers leaning towards disagreement. Cronbach’s Alpha is between 0.7 and 0.8 and hence there is acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.12 provides the following insights:

The mean for the age group 26 – 35 is lower than the mean for the factor, confirming most respondents agree, however the standard deviation is quite widely distributed and implies responses of agree and disagree. The age group 65 and over has a mean of 3.17 and standard deviation of .236, indicating results quite close to the mean. The reality is, however, that there were only two responses recorded for this category.

The Community Services, Corporate Services and Compliance, Environment and Spatial Planning, Human Settlements and Tourism and Economic Development functional areas show a mean that exceeds the mean of the factor to the extent that these functional areas can be seen as strongly supporting responses confirming disagreement. The Finance and Office of the City Manager functional areas offer a mean lower than the mean of the factor and seem to support a response of agreement with the items in the factor, however in both instances the standard deviation is widely distributed, implying that some of these staff members were in disagreement. All other functional areas are closely aligned to the mean for the factor confirming disagreement with the items.

The mean for the management category is closely aligned to the mean for the factor, supporting a response of disagreement, with a few respondents that might have agreed with the items. In the case of the executive and senior management category, the mean of 2.33 is below the mean of the factor and therefore staff offered a response of agreement while only some disagreed. The standard deviation is on the high end and therefore supports the spread between agree and disagree. In the category of senior / principal professionals, the mean on 2.68 confirms more support for disagreement while far less individuals agreed on the items.

The mean score of all race groups is closely aligned with the mean of the factor, confirming disagreement, except for the Indian group where the mean is below 2.5 and with a standard deviation of .499, it implies that Indian respondents also offered agreement whilst few disagreed.

The mean score for respondents in the age group of less than one year and in the age group of 11 to 15 years offers a mean of lower than 2.5, implying that more in these groups offered a response of agreement. The standard deviations in both these instances are widely spread and can imply that responses of disagreement were also recorded. The other age groups offered a mean close to the mean results for the factor and thereby support a response of disagreement.

Based on the interpretation of the above results, the following outcome is evident:

Factor 11 outcome - Job description content is not clearly defined

4.2.3.12 Factor 12: Knowledge transfer to successors

Main constructs evident in factor 12:

- Staff member implemented measures in branch/department to ensure transfer of knowledge/skills from the person in the key position to a designated individual/group of individuals.
- The selection of the individual or group to receive expertise and knowledge from the person in the key position is based on career planning information.
- The individual or group selected to receive expertise and knowledge from the person in the key position is formally part of a talent pool and managed as such.

Table 4.13: Factor 12 – Knowledge transfer to successors

Age		N	Mean	Std. Deviation
	26 – 35	45	2.67	.727
	36 – 45	137	2.62	.670
	46 – 55	184	2.67	.621
	56 – 65	116	2.65	.558
	65 and over	2	2.83	.236
Functional area		N	Mean	Std. Deviation
	Community Services	24	2.72	.564
	Corporate Services	122	2.51	.603
	Environment and Spatial Planning	51	2.65	.632
	Finance	62	2.55	.600
	Health	11	2.36	.623

	Human Settlements	22	2.84	.470
	Office of the City Manager	14	2.48	.633
	Safety and Security	30	2.37	.504
	Social Development	3	2.50	.500
	Tourism and Economic Development	8	2.69	.552
	Transport	43	2.91	.613
	Utility Services	94	2.88	.678
Occupational category		N	Mean	Std. Deviation
F12	Executive and Senior Management (ED / Director)	17	2.71	.633
	Management (Managers and Functional Heads)	255	2.61	.614
	Senior / Principal Professionals	212	2.70	.645
Race		N	Mean	Std. Deviation
F12	White	249	2.70	.612
	African	54	2.54	.651
	Coloured	165	2.62	.653
	Indian	16	2.66	.559
Years of experience		N	Mean	Std. Deviation
F12	Less than 1 year	11	2.32	.353
	1 to 5 years	97	2.84	.715
	6 to 10 years	80	2.65	.606
	11 to 15 years	38	2.69	.555
	16 to 20 years	59	2.53	.631
	More than 20 years	199	2.61	.600

It is evident in Table 4.1 that factor 12 has a total number of 484 out of a possible 509 respondents. This implies that 25 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.65 and with a standard deviation of .629, indicates a very wide distribution of the responses around the mean with answers leaning towards disagree / strongly disagree and few in agreement. Cronbach’s Alpha is between 0.7 and 0.8 and hence there is acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.13 provides the following insights:

The mean across all age groups is closely aligned to the mean of the factor. The standard deviations across all age groups are widely spread around the mean, offering responses such as disagree and some strongly disagree. This is specifically evident in the age category of 65 and over with a mean of 2.83, however the number of responses received was only two.

The mean score achieved in the Health Services area was 2.36, Office of the City Manager was 2.48 and the mean score for Safety and Security was at 2.37, all lower than the mean for the factor, and, considering the standard deviation for these areas, distribution of scores around the mean is widely spread. This could imply that a number of respondents in these areas supported a response of agreement with the items in the factor while some would have supported a disagreement response. Human Settlements, Transport, and Utility Services are at 2.84, 2.88 and 2.91 respectively with very wide standard deviation distributions across the mean, implying responses of disagree and strongly disagree.

The mean scores across the three occupational categories are closely aligned to the mean for the factor. The standard deviations recorded for the three categories also confirm a wide spread of the results across the mean. This confirms a majority response of disagreement with few responses of agreement.

All race groups have a mean score close to the factor mean, however the standard deviation confirms a wide score distribution around the mean with some responses to include agreement with the factor items. The majority are in disagreement.

The respondents with experience of between one and five years score a high mean in relation to the mean of the factor. The high standard deviation confirms that scores are widely spread around the mean but lean toward a response of disagree and strongly disagree. For respondents with less than one year of experience, the mean of 2.32 and low standard deviation of .353, indicate a response of agreement with the items in this factor. All other categories of years of experience support a majority response of disagreement with few responses recorded as in agreement with the items.

Based on the interpretation of the above results, the following outcome is evident:

Factor 12 outcome – Little knowledge transfer to successors
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4.2.3.13 Factor 13: HR policies and practices support succession planning process

Main constructs evident in factor 13:

- The municipality's HR policies and practices support the retention of talent.
- The municipality's HR policies and practices support development and training.
- The municipality is investing time and energy in the retention of key critical and scarce skills.

Table 4.14: Factor 13 - HR policies and practices support succession planning process

Age		N	Mean	Std. Deviation
	26 – 35	43	2.43	.856
	36 – 45	134	2.53	.705
	46 – 55	177	2.47	.739
	56 – 65	112	2.33	.686
	65 and over	1	3.00	.
Occupational category		N	Mean	Std. Deviation
	Community Services	23	2.39	.825
	Corporate Services	115	2.52	.719
	Environment and Spatial Planning	49	2.52	.629
	Finance	64	2.16	.667
	Health	11	2.18	.717
	Human Settlements	21	2.43	.746
	Office of the City Manager	13	2.54	.558
	Safety and Security	28	2.46	.902
	Social Development	4	2.50	.577
	Tourism and Economic Development	10	2.70	.753
	Transport	38	2.70	.599
	Utility Services	91	2.45	.787
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.09	.618
	Management (Managers and Functional Heads)	254	2.40	.707
	Senior / Principal Professionals	196	2.56	.752
Race		N	Mean	Std. Deviation
	White	231	2.33	.644
	African	60	2.43	.716
	Coloured	160	2.63	.825
	Indian	16	2.56	.602
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	8	2.56	.417
	1 to 5 years	98	2.46	.804
	6 to 10 years	80	2.62	.685
	11 to 15 years	36	2.42	.779
	16 to 20 years	53	2.20	.682
	More than 20 years	192	2.45	.708

In Table 4.1 it is evident that factor 13 has a total number of 467 out of a possible 509 respondents. This implies that 42 respondents were invalid as they have replied with an

answer of “do not know” or may not have responded to a number of questions. The mean is 2.45 and with a standard deviation of .729, indicate a very high distribution of the responses around the mean with answers leaning towards agreement but some respondents would have responded with disagreement as well. Cronbach’s Alpha is between 0.7 and 0.8 and hence there is acceptable to good reliability amongst the items in this factor.

The distribution of the results in Table 4.14 provides the following insights:

The mean for all age categories closely align with the mean of the factor, confirming overall agreement. In the age group 56 – 65, the mean of 2.33 can imply that more respondents responded in agreement with the items. In the other age categories, except for the category of 65 and over, the standard deviation, indicates a very high distribution of scores across the mean and as a result these age groups have responded both in agreement and disagreement.

The Finance and Health areas provide a mean of 2.16 and 2.18 respectively across a very wide distribution in the standard deviation. This implies a leaning towards agreement with the items in this factor. The Corporate Services and Compliance, Environment and Spatial Planning, Office of the City Manager and Social Development functional areas have a mean of between 2.50 and 2.60. This implies responses closer to disagreement on the items in the factors. Tourism and Economic Development as well as the Transport areas both have a mean of 2.70, confirming a stronger lean towards disagreement on the items in the factor.

Three distinct results are evident in terms of occupational level. The mean for the executive and senior management category is at 2.09 with a wide score distribution around the mean. This implies that this category of respondents was in agreement with the items in the factor. The management group had a mean of 2.40 which is closely linked to the mean of the factor, but with a standard deviation that has a high distribution across the mean, the respondents both agreed and disagreed. In the senior and principal professional category, the mean is at 2.56 and with a standard deviation of .752, leans more toward a response of disagreement.

The mean for Coloured and Indian respondents is more than 2.5 and with a high distribution of scores around the mean, these groups mainly disagree and even strongly disagree. In the instance of the White group, a score of 2.33 and standard deviation of .644 may imply a leaning towards a response of agreement with only some disagreement. The African group has a mean of 2.43 and a high standard deviation and as a result both agreed and disagreed.

The respondents with less than one year's experience and those with between six to ten years' experience, reflect a mean of 2.56 and 2.62 respectively. With a standard deviation of .417 and .685, the majority of these respondents would have selected disagree in response to the questions posed. The staff with between 16 and 20 years' service have a mean of 2.20 and would have selected agree as a response. The mean for the other categories are closely aligned to the mean of the factor.

Based on the interpretation of the above results, the following outcome is evident:

Factor 13 outcome – HR policies and practices do not support succession planning

4.2.3.14 Factor 14: Clearly defined critical and scarce skills

Main constructs evident in factor 14:

- The key scarce skills for branch/department are clearly defined.
- The key critical skills for branch/department are clearly defined.

Table 4.15: Factor 14 - Clearly defined critical and scarce skills

Age		N	Mean	Std. Deviation
	26 – 35	42	2.40	.674
	36 – 45	129	2.44	.628
	46 – 55	180	2.38	.584
	56 – 65	111	2.34	.610
	65 and over	2	2.50	.000
Functional area		N	Mean	Std. Deviation
	Community Services	23	2.39	.621
	Corporate Services	115	2.38	.605
	Environment and Spatial Planning	49	2.38	.495
	Finance	59	2.42	.600
	Health	11	1.77	.720
	Human Settlements	20	2.28	.734
	Office of the City Manager	14	2.32	.541
	Safety and Security	30	2.27	.521
	Social Development	4	2.63	.479
	Tourism and Economic Development	10	2.40	.394
	Transport	40	2.55	.575
	Utility Services	89	2.47	.673
Occupational category		N	Mean	Std. Deviation
	Executive and Senior Management (ED / Director)	17	2.56	.391
	Management (Managers and Functional Heads)	249	2.46	.596
	Senior / Principal Professionals	198	2.30	.629

Race		N	Mean	Std. Deviation
	White	239	2.35	.543
	African	50	2.58	.710
	Coloured	158	2.42	.656
	Indian	17	2.18	.611
Years of experience		N	Mean	Std. Deviation
	Less than 1 year	12	2.17	.537
	1 to 5 years	93	2.43	.709
	6 to 10 years	75	2.41	.601
	11 to 15 years	35	2.43	.729
	16 to 20 years	53	2.43	.546
	More than 20 years	196	2.36	.559

In terms of factor 14, Table 4.1 indicates a total number of 464 out of a possible 509 staff responded. This implies that 45 respondents were invalid as they may have replied with an answer of “do not know” or may not have responded to a number of questions. The mean is 2.39 which indicates that between all respondents there is an agreement on the items around this factor but some are found to have disagreed due to the standard deviation of .609, implying a wide spread of the responses around the mean. Cronbach’s Alpha score is more than 0.8 and hence there is high reliability amongst the items in this factor.

The distribution of the results in Table 4.15 provides the following insights:

The mean across all the ages is closely aligned to the mean of the factor, confirming overall that respondents agreed with the items. The standard deviation is distributed widely and responses from all age groups include agreement or disagreement. No real anomalies were detected. The mean of 2.50 recorded for the age group 65 and over is insignificant, with only two responses received.

The Health Services area produced a mean of 1.77 which is below the mean for the factor. This implies strong support for agreement on the items in the factor. In the Social Development and Transport areas, the mean confirms a stronger lean towards disagreement on the items with a mean of more than 2.5.

The mean for the senior/principal professionals and management categories are closely aligned with the mean of the factor, confirming that respondents select responses varying between agreement and disagreement. In the category executive and senior management, a mean of 2.56 with a standard deviation of .391 indicates a preference from this group to select disagree as a response to the items in this factor.

The mean for the African group is more than the mean for the factor which implies that this group offers more responses of disagreement with the items in this factor. The standard deviation has a high distribution around the mean with some respondents offering agreement but the majority offering disagreement. The Indian group has a mean score lower than the factor mean, implying they are in agreement.

The mean across all areas, except for the respondents with less than one year's experience, confirms a close alignment with the mean of the factor. The respondents with less than one year's experience offer a mean of 2.17 with a significant indication of agreement with the items in this factor. The other groups in this category would have responded across the measurement scale with agreement and disagreement evident. Agreement would have prevailed more since the mean scores are all lower than 2.5.

Based on the interpretation of the above results, the following outcome is evident:

Factor 14 outcome – Critical and scarce skills not clearly defined

4.2.3.15 Factor 15: Responsibility for succession planning

As per the responses for factor 15, Table 4.1 confirms a total number of 463 out of a possible 509 responses. This implies that 46 respondents replied with an answer of “do not know.” The mean is 1.70 which indicates that between all respondents there is an agreement on the items in this factor. The standard deviation is .605 and confirms a wide spread of the responses around the mean that could imply responses of strongly agree as well. Cronbach's Alpha score is poor at 0.276 in terms of reliability amongst the items in this factor. The researcher wanted to abandon factor 15 since the Cronbach's Alpha reliability score is very low and the reliability of correlation between the variables in this factor cannot be proven. The researcher consulted the original *SPSS* Principal Component Analysis where the responses to the 66 questions taken from the survey questionnaire were analysed and grouped into factors. Factor 15 consisted of two questions:

1. Succession planning is the responsibility of the Corporate Human Resources Department.
2. The management of succession planning in the department / functional area is the responsibility of the relevant director / executive director.

The fact that all respondents agreed or strongly agreed with either of these questions confirms the view of individuals that succession planning is the responsibility of management and corporate HR. Information in the literature review offered a number of examples as evidence that succession planning was managed by senior management in a department

and that HR supported the implementation of the process. The direct correlation with the comparative factors in the qualitative research analysis will be explored as well.

4.3 Unstructured interview (Qualitative data)

The unstructured interviews were concluded considering the requirements to be met with regard to the key research questions. The interviews were concluded with eight Devolved Human Resources Managers (DHRMs) across different functional areas / departments. The responses to each interview question were captured, colour coded and analysed to determine key constructs and emerging themes. The researcher decided to display this section using network descriptions for ease of understanding. This display must be read from left to right. Please note that some information shared can be generalised whilst in some instances the results reflect the responses with regard to the experience of individual DHRMs in their functional area / department. In terms of anonymity, it was confirmed with the DHRM that their identities would not be revealed and hence no functional areas are mentioned that can link responses to individuals.

4.3.1 Construct 1: Individual Performance Management (IPM)

The key question posed was whether the practice of individual performance management has been embedded and / or implemented in the departments / functional areas. The municipality's IPM system is computerised and assessment is done online. This in itself poses certain concerns around engagement during IPM assessment and planning stages. The key responses offered are summarised and the key theme highlighted in Figure 4.6.

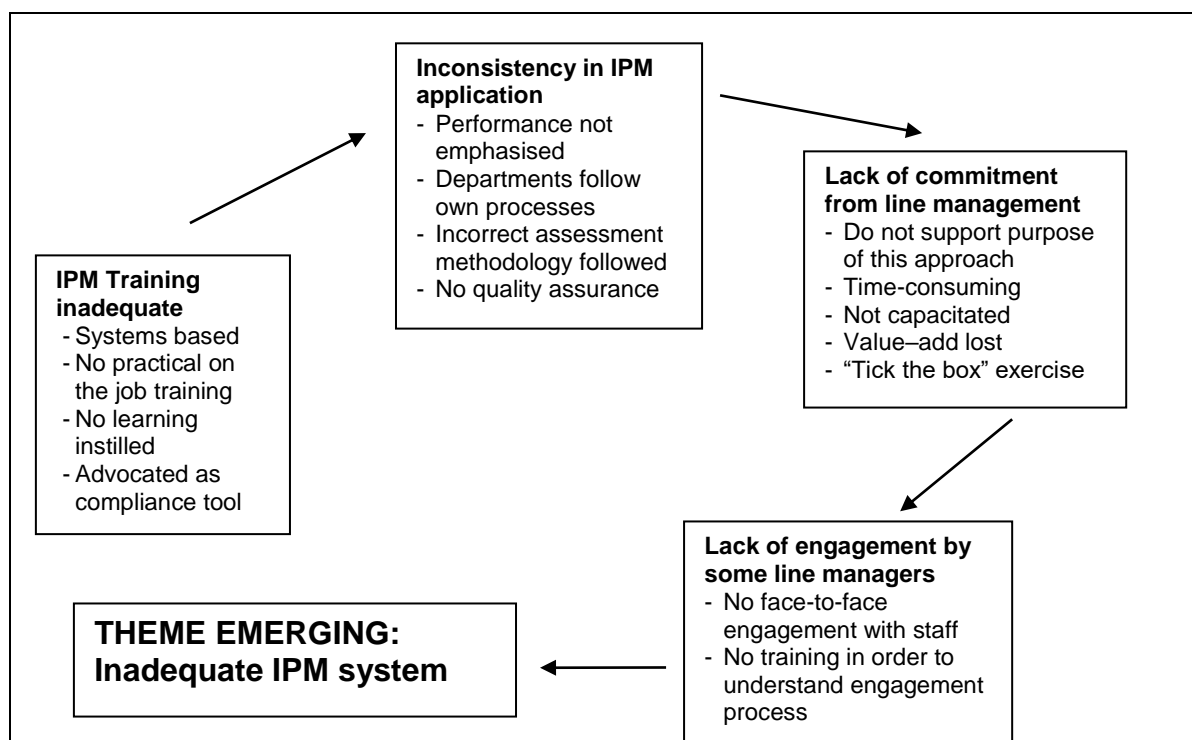


Figure 4.6: Construct 1 - Individual Performance Management

The combination of the key responses captured confirms the theme emerging in that the IPM system operating in the municipality is inadequate. The training at the onset of the IPM system in the municipality is not sufficient, confirming a systems based training programme and no exposure to practical training in the application of performance management in the work environment. The inadequacy of the system is further supported in the inconsistent manner in which IPM is applied in the municipality and DHRMs confirm a different interpretation and application of the methodology across departments due to the lack of proper training. The line managers responsible for ensuring that IPM is implemented correctly therefore lack a level of commitment to the process and most see it as a waste of time. The DHRMs also confirmed that some line managers do not make the effort to engage staff on IPM, mainly because they were never capacitated to understand how to engage.

4.3.2 Construct 2: Personal Development Planning

The process of personal development planning must be concluded during the annual individual performance management discussion. This activity is key in order to determine how best certain gaps in skills or performance can be addressed via training and development activities. The personal development plan document is also used to update skills development needs. The key question posed was whether the practice of personal development planning was embedded / implemented in the department / functional area. The key responses raised are summarised and the key theme highlighted in Figure 4.7.

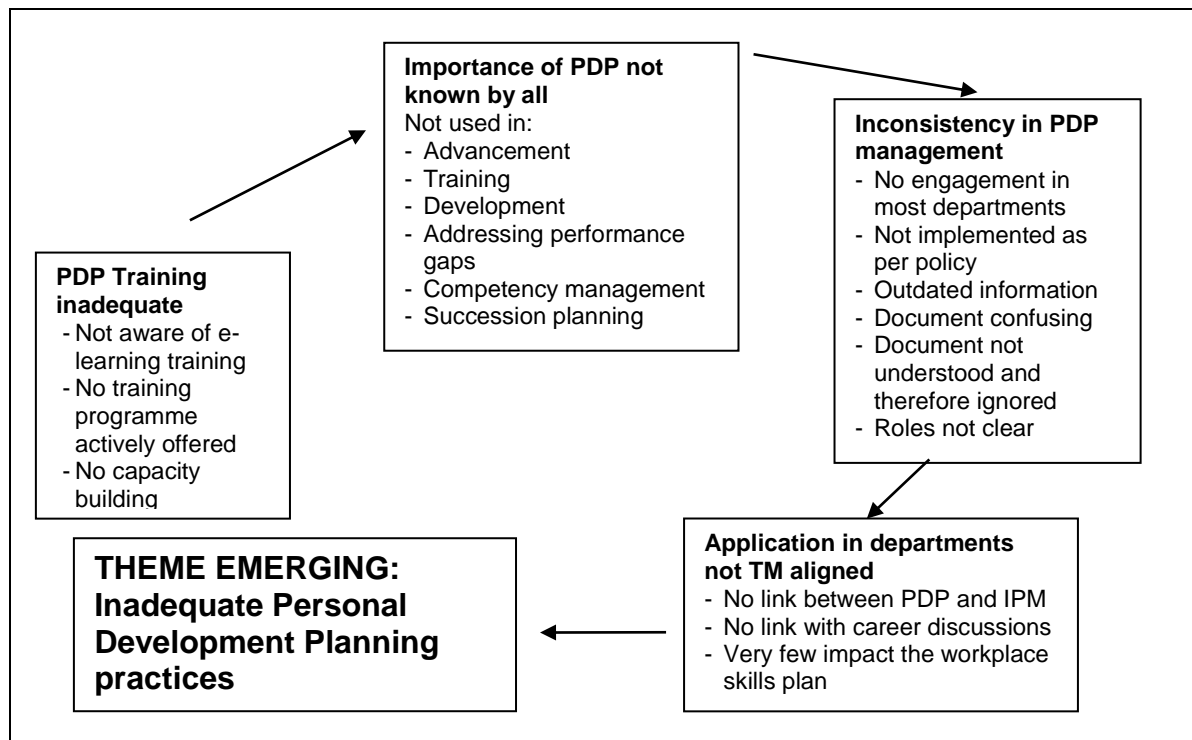


Figure 4.7: Construct 2 - Personal Development Planning

The combination of the key responses confirms the main theme in that personal development planning practices in the municipality are inadequate. The municipality does not offer any formal training programmes and the e-learning programme developed was never communicated to departments and staff are therefore not aware of it. As a result, the importance of the PDP is not known to all in terms of its application in talent management processes.

The process for the management and implementation of personal development plans is not adhered to and is inconsistently applied due to different interpretations by line departments. Most line managers do not engage staff and those who do would argue that they have never received any training in the PDP process. The concern is also raised around the content of PDP documents since some are outdated as it were generated during the skills audit of 2008 - 2011.

Although these were available at the time, departments did not invest the time and effort to implement it. The line departments also argue that they rely on Corporate HR for personal development plans and these are not forthcoming as per the recruitment and selection policy. This is especially for new staff appointed. The application of the PDP against talent management initiatives can therefore not be used by the line departments.

4.3.3 Construct 3: Career Planning

In support of the succession planning process, career planning is needed to determine whether the staff member is best suited for current and future positions available in the organisational structure. It also aids in understanding the readiness of staff (in terms of qualifications, training, experience, skills and knowledge) when they are considered as successors to key positions i.e. retirees, scarce and critical skills positions, etc. The key question posed was whether the practice of career planning was embedded / implemented in the department / functional area. The key responses raised are summarised and the key theme highlighted in Figure 4.8.

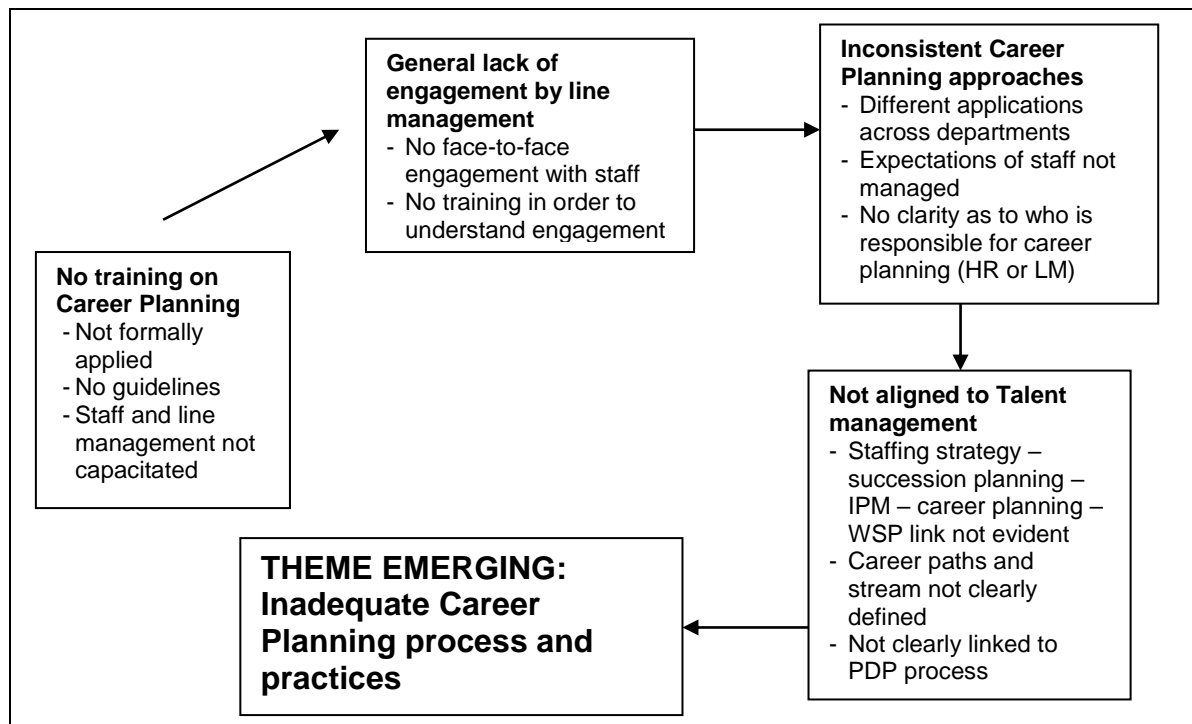


Figure 4.8: Construct 3 - Career Planning

The combination of the key responses confirms the theme emerging in that the career planning process and practices are inadequate. The municipality does not have clear guidelines and line managers are not capacitated in how to complete career plans. The approach used and process followed vary and are mostly limited to mere discussions, with little or no engagement and no action plans to assist the relevant staff member. The key document to enable career planning is the PDP but with it not being understood and applied, departments are using their own templates and formats. As a result, the integration of career planning with staffing strategies, succession planning, IPM and a workplace skills plan is not evident in talent practices across departments / functional areas and thus the process is inadequate for the implementation of proper career planning.

4.3.4 Construct 4: Succession Planning

The activity of succession planning is key to enable the implementation of staffing strategies that revolve around attracting replacements to key positions to ensure seamless continuity in key critical / scarce skills functions or where retirees have left or are going to leave positions vacant. The municipality invested in the development of guidelines in support of the implementation of succession planning practices. The key question posed was whether the practice of succession planning was embedded / implemented in the department / functional area. The key responses raised are summarised and the key theme highlighted in Figure 4.9.

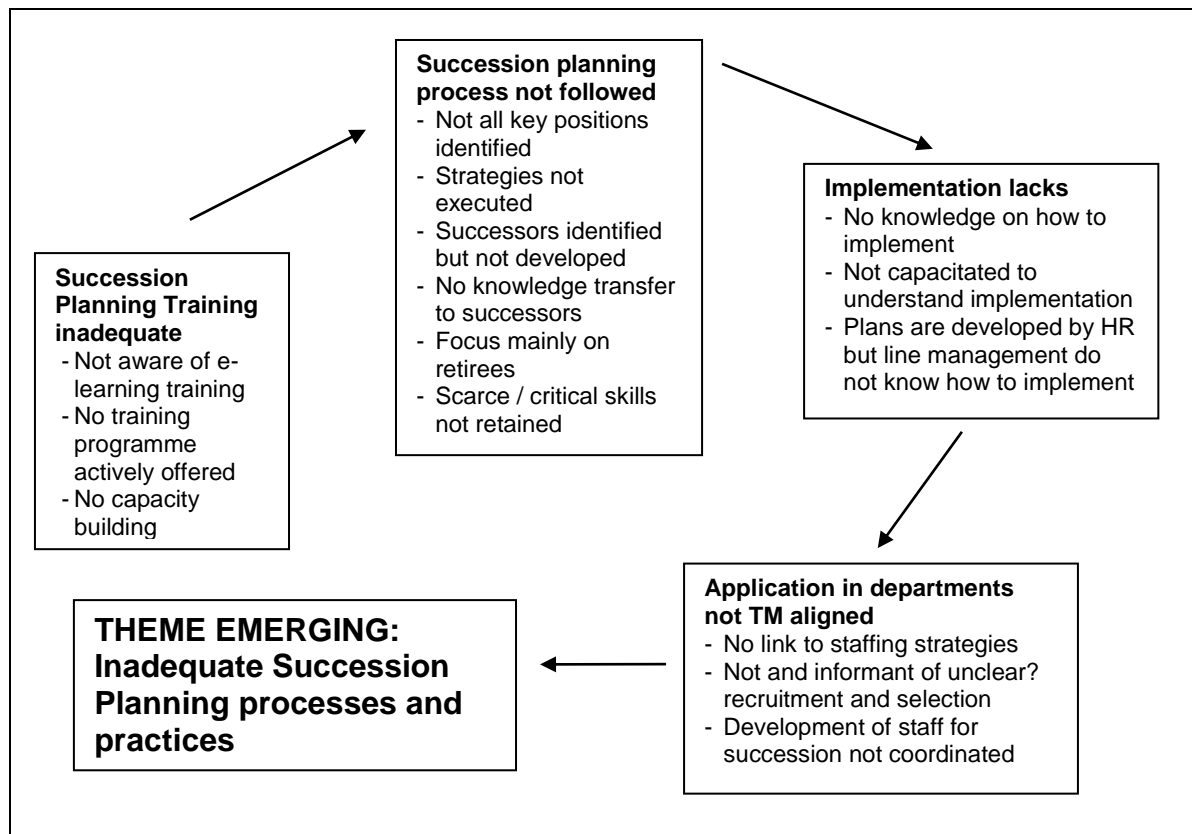


Figure 4.9: Construct 4 - Succession Planning

The combination of the key responses confirms the theme emerging in that succession planning process and practices are inadequate. The DHRMs confirm that since no training is offered in succession planning, staff and line management are not capacitated in understanding how succession planning should be implemented. The municipality created and communicated to functional areas the process and guidelines in support of succession planning. This process is, however, not followed by all in line departments. The main concerns raised were around how to implement interventions, manage outcomes and the lack of training in the application of the process and guidelines. The DHRMs have, by applying their knowledge and experience, implemented variations of the process.

Some line managers have had exposure to the process during management development training but were not trained in the practical application. In general, the DHRM and line management are not sure how to implement the process and interventions and as a result the succession planning process is not aligned to the talent management programme and processes.

4.3.5 Construct 5: Staffing Strategy

The effective implementation of the integrated talent management framework is dependent on the development and management of a department / functional area staffing strategy. The

DHRMs need to take ownership of this activity and conclude a staffing strategy process annually. Many other talent management processes are dependent on this one e.g. talent attraction, succession planning, employment equity planning, etc. The key question posed was whether the practice of staffing strategy development and management was embedded / implemented in the department / functional area. The key responses raised are summarised and the key theme highlighted in Figure 4.10.

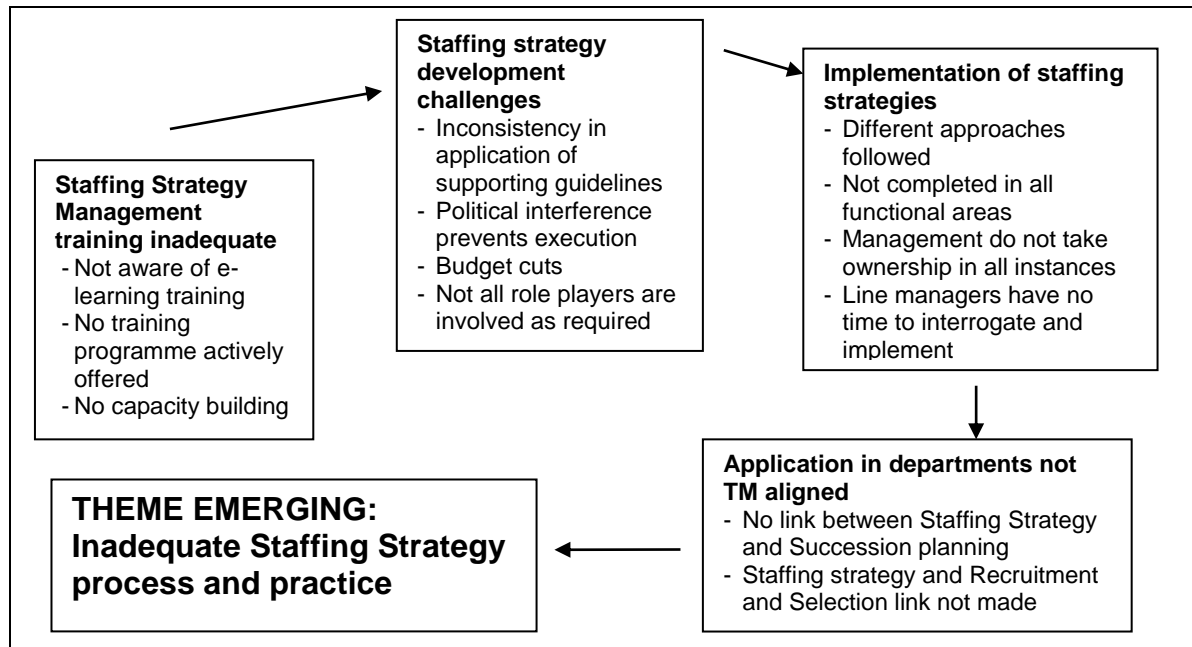


Figure 4.10: Construct 5 - Staffing Strategy

The combination of the key responses confirms the theme emerging in that the staffing strategy process and practices are inadequate. The staff are not aware of e-learning training that is available to explain how to complete HR plans and develop staffing strategies nor has any formal training programme been offered. The development and implementation of the staffing strategy also create challenges with political interference, budget issues, lack of commitment, time commitment needed to complete the documents and process and insufficient capacity to manage the process. The implementation process is sometimes not followed consistently, if followed at all. The link with other talent management processes, including recruitment and selection, is also not ensured and thus renders this process a paper exercise only.

4.3.6 Construct 6: Staff retention

The management of staff retention is important to sustain the availability of talent and to ensure that key staff remain in the service of the municipality, especially if they possess scarce or critical skills needed to manage service delivery needs. Retention mechanisms must be invested in to ensure the success of succession planning strategies in retaining staff for key positions. The key question posed was whether the practice of staff retention was

embedded / implemented in the department / functional area. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.11.

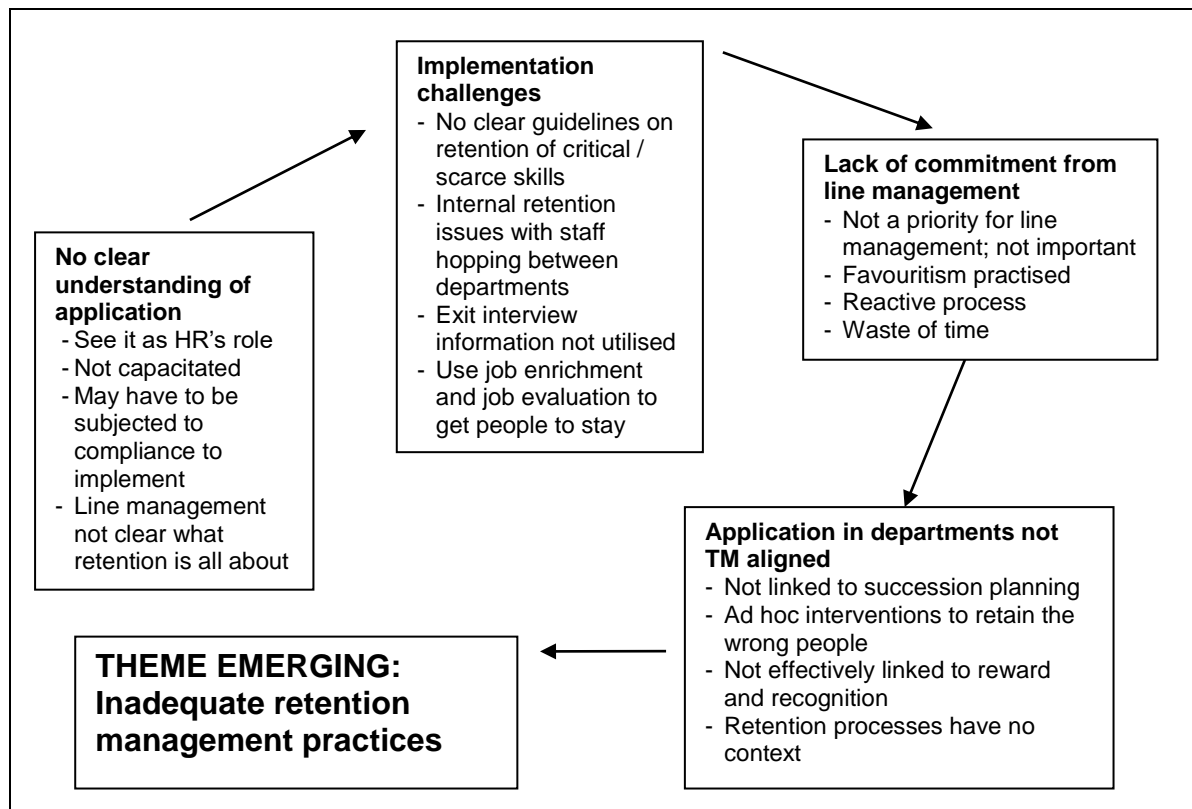


Figure 4.11: Construct 6 - Staff Retention

The combination of the key responses confirms the theme emerging in that retention management practices are inadequate. The line managers do not invest time in retention practices as they have not been capacitated in how to manage retention or what retention management is all about. The municipality does not have clear guidelines on how to go about engaging around retention. The exit interview process results are also not considered in building a repository of knowledge to aid in preventing resignations. The exit interviews are also not invested in as required when people want to exit key positions and is, in most instances, a reactive process invested in far too late. The line managers lack the commitment to manage retention and also have had no training to understand the link between talent management practices and retention management. This is therefore not invested in to support effective integrated talent management

4.3.7 Construct 7: Capacity of DHRM to implement talent management

The DHRM operates as the human resources professional and as an advisor to line managers and senior management in a department / functional area. This requires that the DHRM be involved in training and development, talent management, employment relations and HR administration. In terms of their talent management role, specialist knowledge and understanding of the key components of the talent management framework is required as

well as its application at strategic, functional and operational level. The function is managed across the department / functional area and requires capacity to deal with the requirements and demands. The key question posed was whether the DHRMs have sufficient capacity to implement talent management in their respective departments / functional areas. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.12.

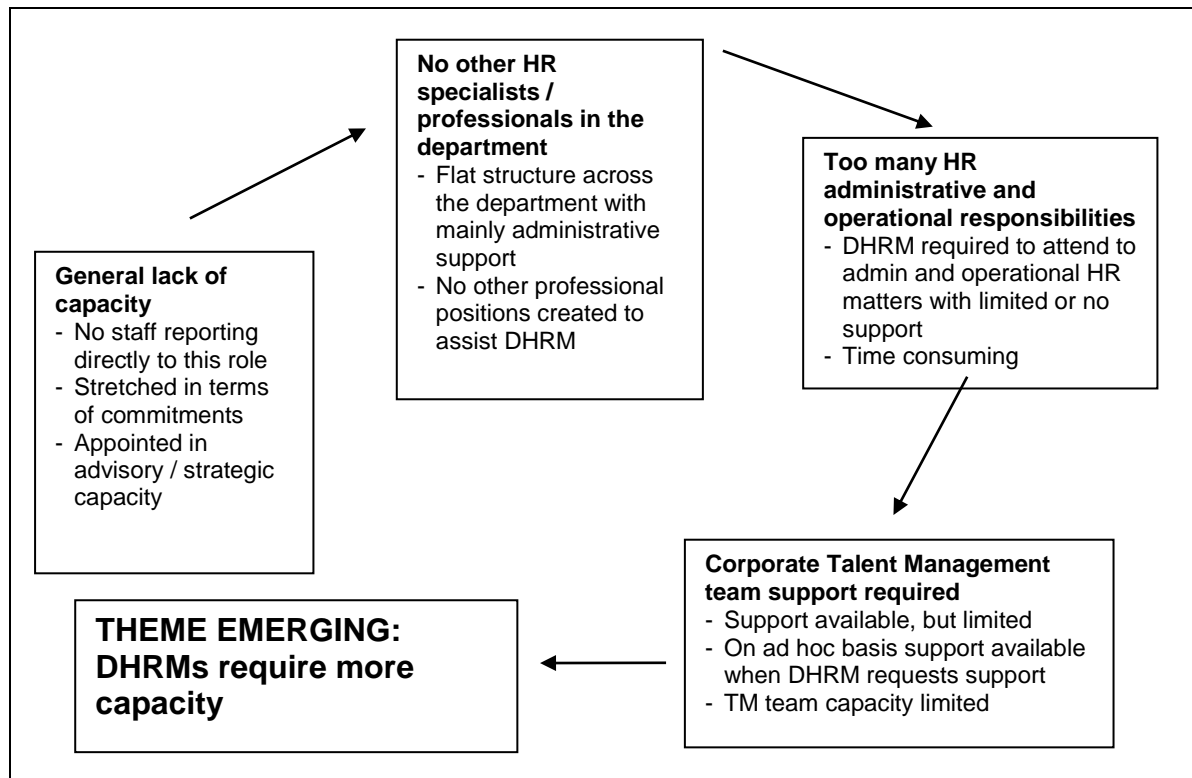


Figure 4.12: Construct 7 - Capacity of Devolved HR Manager to implement talent management

The combination of the key responses confirms the theme emerging in that the DHRMs require more capacity. The DHRMs do not have any professional support role reporting to the position. This implies that the DHRM is stretched in terms of HR administration and operational issues across various HR functions, even though they were originally appointed as strategic HR advisor and high level professional. On an ad hoc basis, the DHRM would request the support of the talent management team in Corporate HR, but this talent management team's capacity is also limited. As a result, the time invested in the application and implementation of talent management interventions is limited unless corporate HR requires departments to respond to a corporate initiative or programme in support of talent management implementation.

4.3.8 Construct 8: DHRM requirements / expectations from the Talent Management Team

The DHRM is responsible for implementing and managing a talent management programme in the department / functional area. This programme was developed and disseminated by

Corporate HR talent management across the municipality. The successful implementation thereof is, however, dependent on the collaboration between the DHRM and the talent management team. The DHRMs were asked what their expectations / requirements were of talent management in the implementation of the talent management framework / programme. The key responses raised are summarised and the key theme highlighted in Figure 4.13.

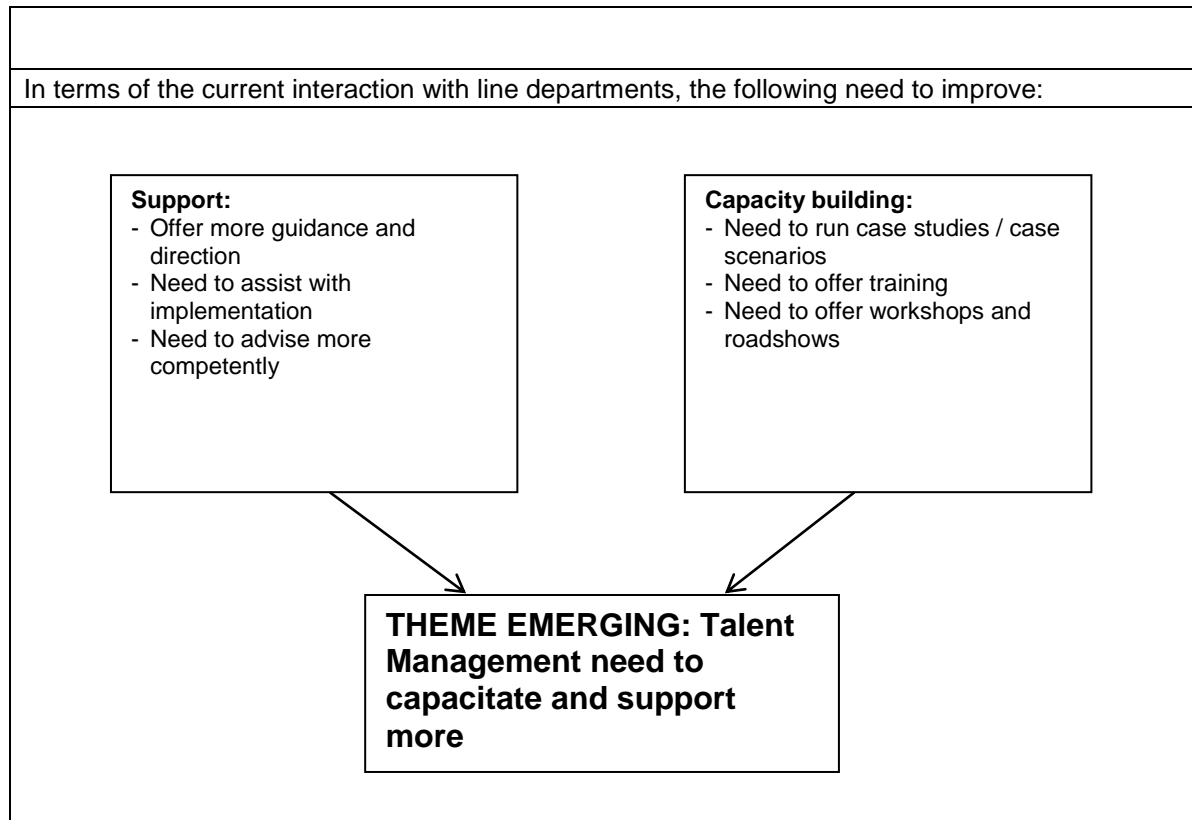


Figure 4.13: Construct 8 – DHRM requirements / expectation from the talent management team

The combination of the key responses confirms the theme emerging in that the DHRM and thereby also line managers, require more support and capacity from talent management team. The DHRMs require more guidance and direction from the talent management team as well as assistance with the implementation of talent management initiatives. The DHRMs are concerned that the advice received from HR and the Talent Management team is not consistent and may lack substance with regard to understanding the details of certain aspects of the integrated talent management approach. The DHRMs also expressed the need for capacity building and training opportunities such as case scenarios, roadshows, facilitation sessions, etc. In essence, the DHRMs understand the talent management processes and its application, but need to be offered an opportunity to understand the needs and goals of the municipality in order to ensure consistency in the roll out of the content and processes of the talent management framework.

4.3.9 Construct 9: Succession Planning: Identification of key positions

The successful implementation of succession planning is very dependent on the effective identification of key positions. A key position is identified in terms of critical / scarce skills, retirees about to exit the organisation in the next five years, high potentials and targeted employment equity positions. Once identified, the necessary succession strategy can be implemented in order to retain or secure the right person for the position in question. The key question posed was whether the DHRMs have identified all the key positions in the department / functional area. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.14.

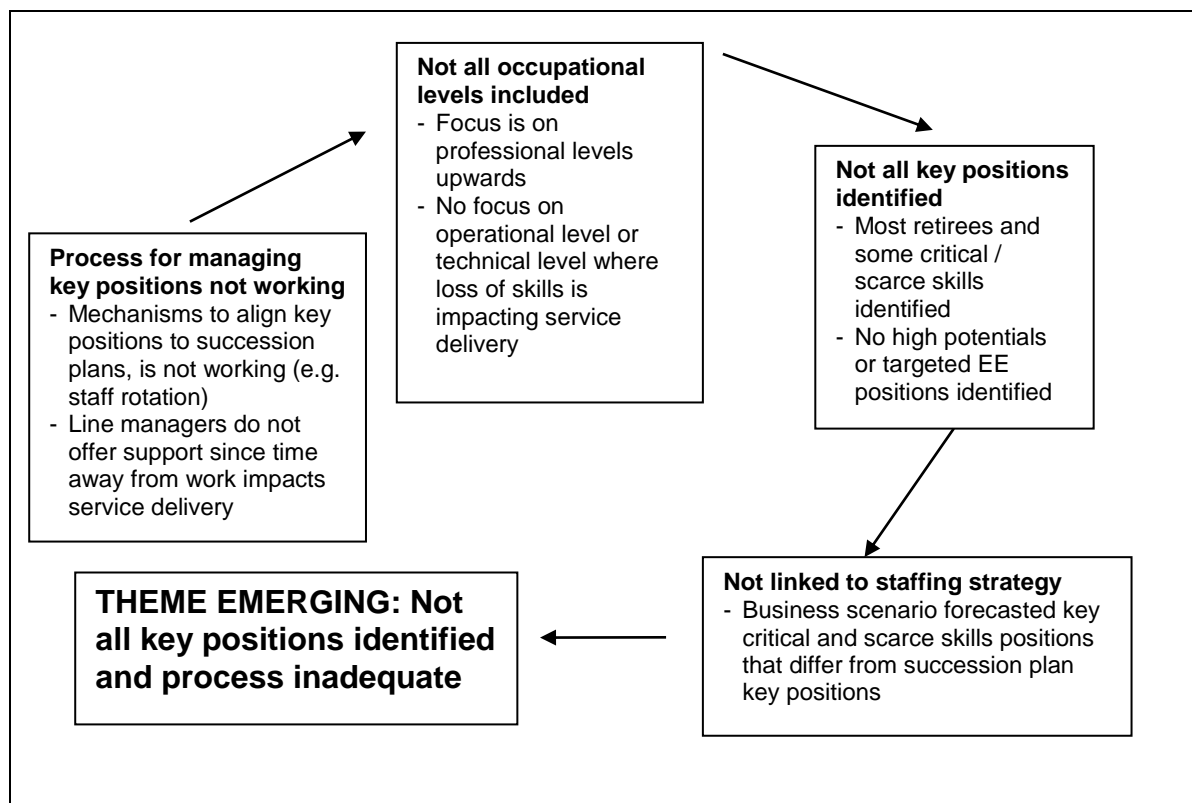


Figure 4.14: Construct 9 – Succession Planning - Identification of key positions

The combination of the key responses confirms the theme emerging in that not all key positions have been identified and that the processes for managing key positions are inadequate. The key issue is that the process for managing key positions is not working. Not all occupational levels have been included in the process of key position identification. The process for managing the alignment of key positions to succession plans is not implemented in the correct way since the mechanisms identified are not always practically implementable. The process is also not aligned to the staffing strategy process in which the critical and scarce skills and key posts are identified in support of business strategies. The processes are managed separately and not integrated as required.

4.3.10 Construct 10: Succession Planning - Identification of fit for purpose succession interventions

The succession planning process requires the identification of key positions as the first step and once the different categories are known, fit for purpose succession interventions need to be identified in support of the successful implementation of the succession plan. This may include an external attraction strategy with a special recruitment drive since the required skill sets are not prevalent in the municipality. This may also include an internal attraction strategy or the development of a successor pool to allow all possible staff the opportunity to participate in transfer of knowledge. The key question posed was whether all fit for purpose succession interventions have been identified for the different succession scenarios. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.15.

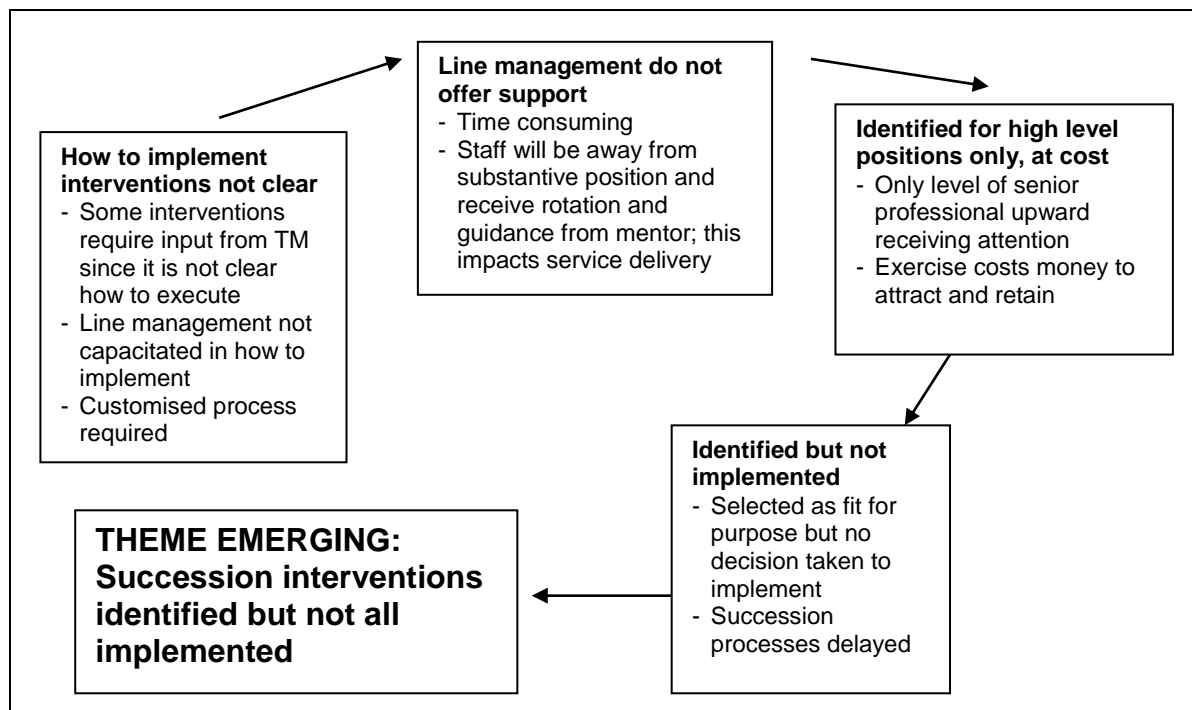


Figure 4.15: Construct 10 – Succession Planning - Identification of fit for purpose succession interventions

The combination of the key responses confirms the theme emerging in that fit for purpose succession interventions have been identified but not all are implemented. This in itself delays the implementation of succession planning in the department and therefore the municipality. The process of implementation is offered in the metropolitan municipality's succession planning guidelines document but this requires further understanding and explanation. The line managers have not been capacitated to understand the process and application. In general, many succession interventions require the rotation of staff in order to gain experience and this is not supported by the line managers who need to also ensure service delivery and who cannot afford to have staff away from their substantive position.

The successful implementation of these interventions is also dependent on whether funding is available and that this be extended to all relevant occupational levels. As a result, the interventions have mostly been identified but were not implemented due to the various factors mentioned.

4.3.11 Construct 11: Role of the line manager in the succession planning process

The roles and responsibilities in the succession planning process must be clear in order for the succession plans and interventions to be implemented successfully. The line manager plays a key role in this since the effective implementation of succession interventions depends on the line manager providing the opportunity for knowledge transfer and staff rotation. The line manager also has to manage the development and training of staff, monitor the key positions and manage engagement with staff. The key question posed was around the role of the line manager in the succession planning process. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.16

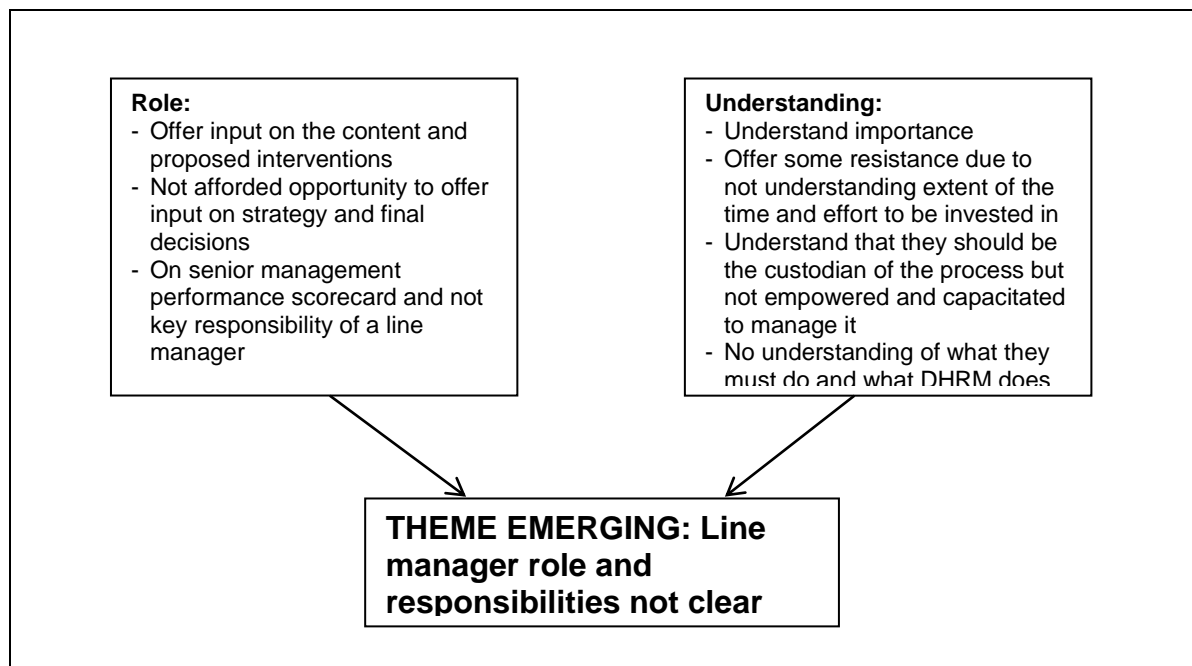


Figure 4.16: Construct 11 - The role of a line manager in the succession planning process

The combination of the key responses confirms the theme emerging in that the line manager’s role and responsibilities in the succession planning process are not clear. The line manager is expected to manage the succession process but is disempowered since he/she is not involved in the identification and selection of the succession strategy. The importance of succession planning is understood but since there has not been any clarity offered around the process and exact role during the management of the succession plans, the line managers are stepping back and require further capacity building / training. The key

requirement would then be for clarity between the role of the DHRM, the line manager and senior management.

4.3.12 Construct 12: Executive and Senior Management team awareness and participation

The successful implementation and execution of succession planning is dependent on the support of the executive management team of the municipality and senior management teams in functional areas and departments. The support is required to ensure that strategies and interventions are effectively implemented and managed. The roles and responsibilities of executives would differ from that of line managers but must be clear in order to ensure the success of the succession interventions. The key question posed to the DHRM was around the awareness and level of participation of executive and senior management in career and succession planning, including engagement of staff. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.17.

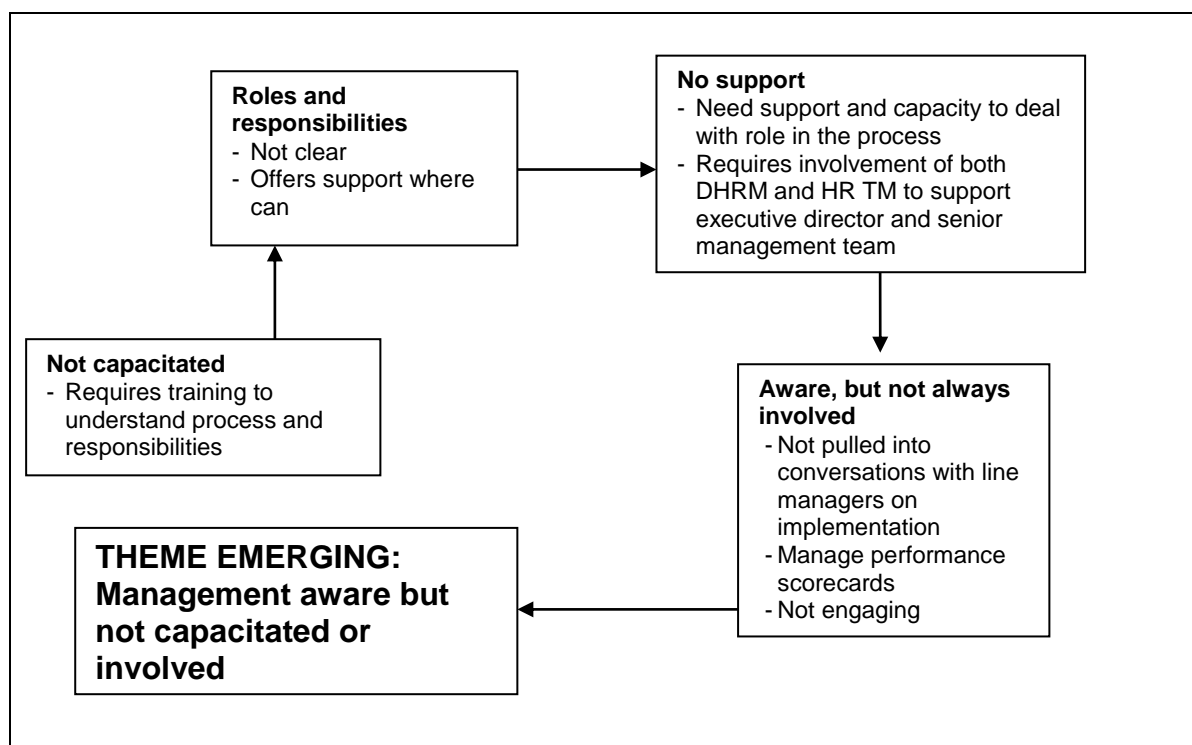


Figure 4.17: Construct 12 - The executive and senior management team awareness and participation

The combination of the key responses confirms the theme emerging in that the executive and senior management are aware of career and succession planning but they do not always participate in the process or are capacitated to do so. The executive and senior managers support the strategies and drive the agenda but have not received training in career and succession planning, and are not involved with the action plans and intervention being implemented. They would hold managers accountable in terms of performance scorecards

and not engage on the outcomes and management of the strategy at operational level. In some instances, it is clear that the executives and senior management do not understand their roles and responsibilities in this process and would continue to rely on the advice and guidance of the DHRM and talent management team to support them. This results in communication and decision making on succession planning at a different level to those managers who need to execute strategies in the line department.

4.3.13 Construct 13: Staff members' awareness of succession planning

The responsibility for the implementation of the succession planning process lies with the DHRM and line management within a department / functional area. The success of the process requires the support of the staff members since they need to not only understand the concept, but also be aware of the process since they will be directly affected as the target group for the training and development needed in order to meet the requirements of the key position. Their support is essential in ensuring the success of the succession planning process. The key question posed to the DHRM was around the awareness that staff have of succession planning. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.18.

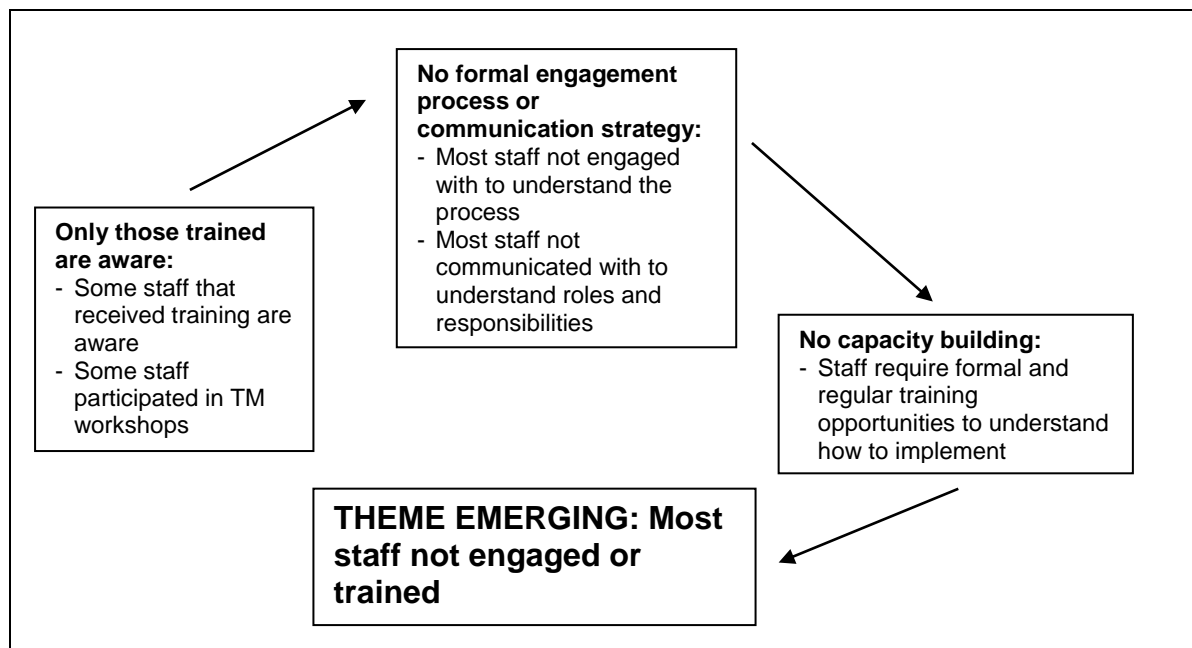


Figure 4.18: Construct 13 - Staff members' awareness of succession planning

The combination of the key responses confirms the theme emerging in that only some staff members were exposed to the succession planning process. These individuals received training and participated in workshops facilitated by the talent management team. In general, most staff are not engaged and communication around the succession planning process has been limited to certain senior professionals and management in the municipality.

4.3.14 Construct 14: HR policies and practices support succession planning

The implementation of succession planning is dependent on the HR policies and practices in the municipality that support line departments in the execution of the process. This is done in the context of the succession planning guidelines and general talent management interventions that support it e.g. career planning, IPM, etc. The municipality must have policies and general practice in support of the talent management processes in order for succession planning to be successful. The key question posed to the DHRM was whether current HR policies and practices of the municipality support the implementation and application of succession planning. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.19.

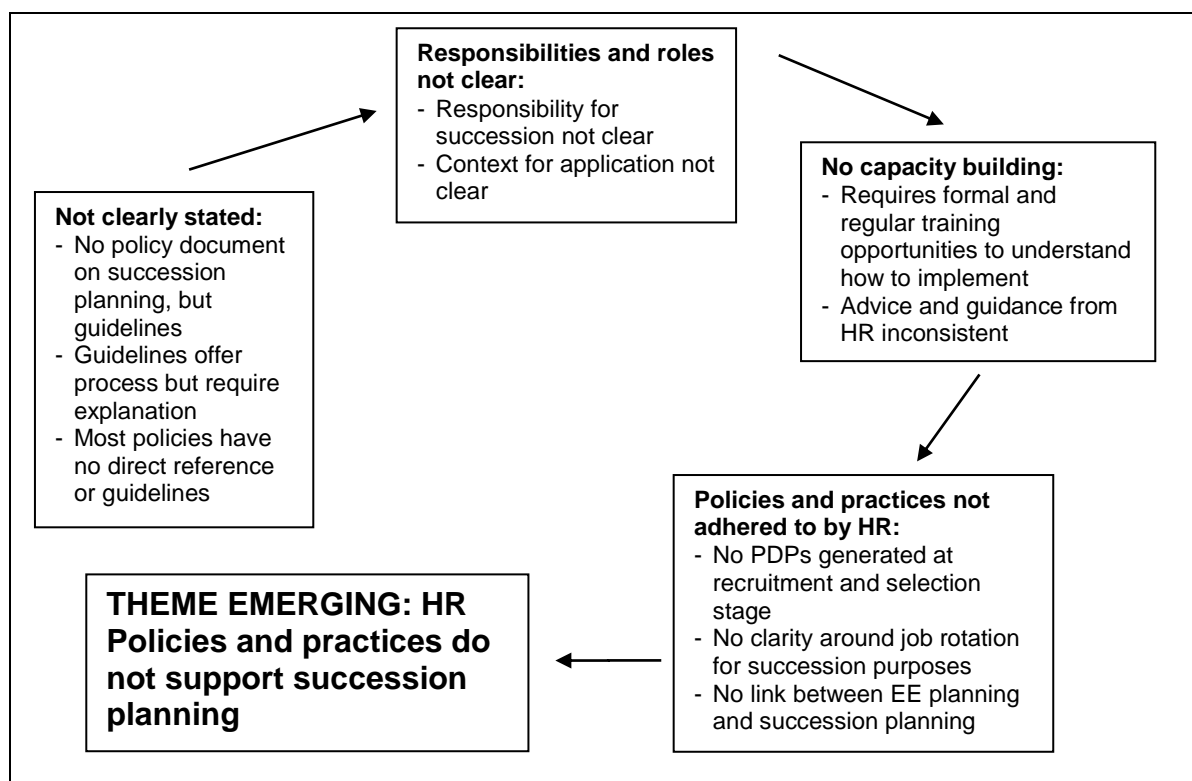


Figure 4.19: Construct 14 - HR policies and practices support succession planning

The combination of the key responses confirms the theme emerging in that HR policies and practices do not support succession planning. The current guidelines document provides some clarity around the process and the interventions but needs a talent expert to explain it in order for people to understand the correct application. The relevant standard operating procedures are not included in the guidelines document. There is no clarity around responsibilities in the process and no formal or any regular training to facilitate understanding of the process. The biggest concern is that when advice and guidance is sought from HR, it is inconsistent or incorrect as it differs from one person to the next. The HR department does not adhere to its own policies in that certain key documents / processes such as personal

development plans are not generated as per the Recruitment and Selection policy. A PDP is key to discussing development areas in support of the successor that is being prepared for key positions. The opportunity to select rotation as a mechanism to ensure successful learning and development on the job is not available as no clear policy or process guidelines exist in support of succession planning.

4.3.15 Construct 15: Succession planning practice complies with labour legislation

The practice of succession planning is very much under scrutiny since it offers the opportunity for some staff members to be considered for key positions but excludes others. This is purely because of the requirements that need to be met to be eligible as a successor to replace a person in a key position. However, if the selection of the successors is not done fairly, clear and obvious discrimination is evident and labour legislation such as the Employment Equity Act and the Labour Relations Act, is applicable. The key question posed to the DHRMs was whether they believed that the approach followed by the municipality for the management of succession is compliant with relevant labour legislation. The key responses raised are summarised and the key theme emerging highlighted in Figure 4.20.

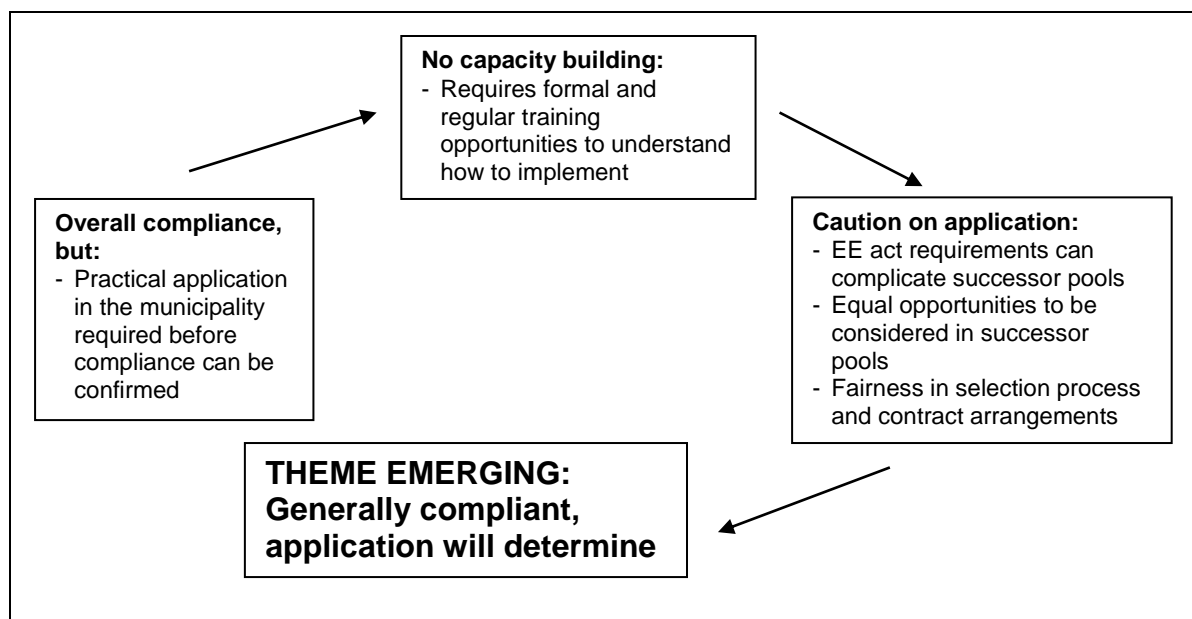


Figure 4.20: Construct 15 - Succession planning compliance with labour legislation

The combination of the key constructs confirms the theme emerging in that the municipality is generally compliant with labour legislation but that the application thereof in the workplace will determine true compliance. The DHRMs believe that practical application of the guidelines is required to determine if the process is compliant. The key requirement will be to ensure that all those involved in the succession planning process must be capacitated in order to understand the legal implications and legal challenges should they not adhere to a fair and equal practice when selecting staff as replacements for key positions.

4.4 Conclusion

In Chapter 4 the research results were presented and interpreted. This information provides the context to better understand the perceptions, views and experiences of staff and DHRMs around the concepts and processes evident in the application of succession planning in the departments of the municipality.

The key factors that are depicted as an outcome of the quantitative data analysed confirm that although staff understand and can apply the talent management process, key talent management practices in succession planning, career planning and development are not invested in. Although most staff are exposed to staffing strategies, the processes of talent management in support thereof are not invested in to enable staff to understand its application. The key requirements for successful succession planning are not invested in, including the identification of critical and scarce skills, knowledge transfer to successors and adequate planning to ensure the age profile of retirees are known. A key requirement for an effective succession planning process lies in engagement between line management and staff and the results confirm that this is not invested in. A positive outcome was that staff believed that HR policies and practices support succession planning and the roles and responsibilities in the succession planning process are clear.

The key themes emerging from the qualitative data analysed confirm that the requirements for an effective succession planning process are not invested in. It is confirmed that not all key positions are adequately identified, succession interventions are not properly implemented and that supporting mechanisms like IPM, PDPs staffing strategies and retention management, are inadequate. It was confirmed that a general lack of engagement between line managers and their staff remains a problem. It was also confirmed that HR policies and practices do not support succession planning. A key concern was that roles and responsibilities in the succession planning process were not clear and that staff and management in general are aware but do not always participate in succession plans. The DHRMs highlighted that more capacity building and training is needed for staff, management and DHRMs in order to understand succession planning. On a positive note, the DHRMs believe that the succession planning process and practices are generally compliant with labour legislation.

In Chapter 5, further details will be provided through articulation and discussion of the results presented in terms of both the qualitative and quantitative research concluded. The chapter will commence with tabulation of the results of the triangulation mixed methods research, confirming areas of commonality and the new emerging mixed methods result.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

The presentation of the key findings of the mixed method research approach was analysed and presented in chapter four. This chapter will offer further clarity on the results achieved and will endeavour to discuss the outcomes in more detail. The responses received from the case study research design, including the triangulation mixed methods research resulting from a survey based questionnaire as well as unstructured interviews, were coded and key constructs emerged that allowed the identification of themes in the qualitative research. The grouping of certain key constructs linked to the factors in the quantitative research assisted in defining an outcome that would provide clarity in support of the research objectives. This chapter will discuss the results obtained and offer references and literature as the foundation for the discussion to provide comparisons and further clarity in support of mixed methods results.

5.1.1 Mixed methods results

The researcher set out to combine the research design in a triangulation mixed methods approach and in Table 5.1, the results of this approach are depicted. The key research questions were explored and key quantitative factors and qualitative research themes emerged, confirming or negating the area of measure. Any results relevant to a research objective that emerged in both research approaches, were captured appropriately. The table also provide areas of commonality where both research approaches provided similar results. The combination of the research approaches confirmed a combined outcome that present the results of the overall study.

Table 5.1: Results of the triangulation mixed methods research

Research objectives	Relevant quantitative research factors	Relevant qualitative research themes	Areas of commonality	Mixed methods result
1. To investigate why the Integrated Talent Management Framework has not been successfully applied across functional areas	1. Talent mgt. is understood by most 2. Succession planning process is not managed 4. Mostly labour legislation compliant	1. Inadequate IPM system 2. Inadequate Personal Development Planning practices 3. Inadequate career planning process and practices	1. Succession planning process and practices are inadequate and not managed 2. Career planning practices are inadequate and not understood	1. The integrated talent mgt. framework is known but not successfully applied 2. Key succession planning processes

Research objectives	Relevant quantitative research factors	Relevant qualitative research themes	Areas of commonality	Mixed methods result
	5. Training and development benefits the employee 6. Age profile and retirements known to most 7. Job and own development needs are known 8. Career and succession planning is not understood 9. Workplace Skills Plan process is understood 10. Staffing strategies development are understood 11. Job description content not clearly defined 12. No knowledge transfer to successors 14. Critical and scarce skills not defined.	4. Inadequate succession planning process and practice 5. Inadequate staffing process and practices 6. Inadequate retention management practices 9. Not all key positions identified and process is inadequate 10. Succession interventions not all implemented 15. Generally compliant with labour legislation, but application will determine	3. Staffing strategies are not understood and practices remain inadequate 4. Succession planning practices mostly compliant with labour legislation 5. Talent management is understood but key practices in the IPM system, PDP and retention management are inadequate 6. Separate yet linked components of the succession process confirmed as not invested in: - Job description content not clearly defined - Not all key positions identified and process is inadequate - Critical and scarce skills not defined - Staff age profile and retirements are not known by all - No knowledge transfer to successors - Succession interventions not all implemented	and practices are not managed 3. Talent mgt. and succession practices are mostly compliant with labour legislation
2. To determine the municipality's approach on the level of formal engagement between line	3. No engagement on training or career development	13. Most staff not engaged on training	1. Staff are not engaged in terms of training or career development.	1. General lack of engagement on training or career development

Research objectives	Relevant quantitative research factors	Relevant qualitative research themes	Areas of commonality	Mixed methods result
management and their staff regarding career development and training.				
3. To clarify why the municipality's HR policies and practices prevent the effective implementation of succession planning.	13. HR policies and practices do not support succession planning	14. HR policies and practices do not support succession planning	1. HR policies and practices do not support succession planning	1. Requirements for effective succession planning not evident in HR policies and practices
4. To determine the extent of ambiguity regarding the responsibilities and ownership for the implementation of succession planning in the municipality.	15. Succession planning is the responsibility of corporate HR and relevant directors and executive directors	7. DHRM requires more capacity 8. Talent management team need to capacitate and give more support 11. Line management roles and responsibilities not clear 12. Management are aware but not capacitated or involved,	1. Responsibility and ownership is with line management and HR but roles and responsibilities must be clarified and DHRMs must be more capacitated	1. Management and HR not capacitated and trained 2. Roles and responsibilities not clear

5.2 Interpretation of mixed methods results

The mixed methods results were achieved through understanding the linkages between the outcomes of the relevant quantitative research factors and the relevant qualitative research themes. Areas of commonality were analysed to determine how best to formulate the mixed methods results so that they could be interpreted for further clarity in support of a discussion of the results. The main result areas and a further exploration of the content will follow in the next section.

5.2.1 The Integrated Talent Management Framework application is not successfully applied

The successful implementation of succession planning is dependent on the integration with the municipality's talent management framework and programme. The programme must be embedded and its application must have reached a certain maturity level that is known for its processes of effective attraction, engagement, development and management of talent.

The municipality's current talent management framework, as depicted in figure 2.14 (104: in thesis) offers the tools needed to support succession planning. The examples of DeTuncq and Schmidt in figure 2.5 (29: in thesis), the South African local government example of the eThekweni Talent Management Framework (92: in thesis) and the private sector examples of Vodacom and SABMiller in the South African context reiterate the importance of the integration between the different components of talent attraction, talent development and talent retention in support of succession management. The lessons shared by the eThekweni municipality and their approach to a talent management strategy, serve as examples of how effective integrated talent practices can be implemented.

The metropolitan municipality prides itself on the extent to which it has developed and evolved its talent management practice, however, if the talent management processes are not as effective as proclaimed, how well did line management and HR implement talent management across the functional areas in support of succession planning? It is therefore imperative that the talent management programme be understood by all those that apply it. The survey questionnaire that was completed by staff in senior occupational levels covered a number of questions around the staff's understanding and ability to apply the key components of the integrated talent management framework. These include application of competencies in personal development plans, the recruitment and selection process, as well as in the individual performance management process. It also included the ability to interpret and manage development through personal development plans, the ability to apply the IPM and R&S policy, offer career guidance, deal with development gaps of staff and understand the competency frameworks. The staff members confirmed that they understand and can apply the talent management process and the components as outlined above.

The survey questionnaire confirmed that for factor one, a mean of 1.98 was achieved between all respondents. By implication, the respondents acknowledge they understand talent management, but confirming and understanding one's own ability to apply talent management does not imply actual experience or an ability to effectively implement the component elements of the integrated talent management framework. Cheney and Nienaber (2009:34) confirm it is very important to manage the progression of key talent in the organisation and knowing who they are and their readiness. This includes managing a programme for a sustainable talent pipeline capable of sustaining the future of the organisation. Practical exposure is more important than just understanding.

To explore this further, the outcome of the quantitative research offers some insight as to the processes relevant to the integrated talent management framework that respondents confirmed their understanding of.

These factors include:

1. Access to training and development benefits the employee.

The successful application of the succession planning and career development processes in an integrated talent management approach, is dependent on staff members being offered the opportunity to develop and be trained in order to grow existing competencies or to develop competencies at the next level or at a targeted level. Kellough and Nigro (2010: 78) confirmed the importance of investment in human capital through making career development and training opportunities consistently available. In the analysis of the survey research, across all the variables measured, the majority of the respondents confirmed that such opportunities are provided and are accessible and that they definitely benefit the employee. The key question remains whether the return on investment of these development and training opportunities are effectively assessed. The municipality does not have an ROI process for all training interventions and in support of the succession planning process, feedback on effective integration of new learning related to the requirements for the key position must be available in order to make informed decisions on the status of staff in successor pools and those eligible to enter any successor pool.

2. Job requirements and relevant development needs are known to staff.

The understanding of the job requirements for the staff member's current position and the development areas required, is a key component of the discussion between a line manager and his/her staff member during the annual IPM assessment. The IPM process and career discussion is key to talent development and talent retention. Staff members must be aware of what is required in their current job and also needs to know what development areas exist. This includes being provided with access to coaching and/or mentoring and opportunities for further studies. Across all variables measured, the respondents confirmed that they understand the requirements of their job and relevant development needed. The UK Chartered Institute of Personnel and Development confirms the importance of broadening the experience of staff through a development opportunity relevant to career advancement since it is conducive to succession management. It is, however, important that as a base, the job requirements must be known and understood by the incumbent. The fact that the municipality underwent five restructuring processes in the past 15 years resulted in numerous attempts to amend job descriptions and profiles. The job content continuously evolves and the lack of integration between job content and talent management processes may cause confusion. The staff members might know their development areas, but due to cost saving measures and other factors, the relevant development and training interventions are not always invested in. This is a concern

since the staff member is developed and managed against the requirements of one job description and may be performance managed against another set of requirements. The succession planning process is dependent on accurate and up to date job description information in order to ensure an effective person to profile match-up against the key position.

3. Staff understand the Workplace Skills Plan process.

The importance of the WSP process is clearly evident as a component of the metropolitan municipality's integrated talent management framework. The completion of an annual workplace skills plan is key in ensuring the management of the training needs of the municipality, especially those interventions identified for staff in successor pools or targeted for future succession roles. The respondents to the survey questionnaire confirmed that they understand the WSP process, including training needs identification and planning, and the use of personal development plans. They also stated that the process is known to them and that they are aware of the process that the municipality goes through annually to complete the WSP. The variables measured in the survey confirmed this, however of note was the age group 26 – 35 where the mean was 2.30 and the standard deviation .779. This can imply that some staff in this age group indicated disagreement with the statement. The researcher deduces that since these staff members are the youngest category of staff that participated in the survey, they could be new to the organisation and could possibly be in the occupational category of senior/principal professional. The senior/principal professional as a technical or functional specialist is not always as involved in the workplace skills plan and hence cannot confirm any detailed knowledge and understanding of the process. In the context of succession planning this must be remedied as any staff member at the senior professional level and above must understand the context of the WSP in the integrated talent management framework practices and application.

4. Most staff are exposed to the staffing strategy process.

The talent management framework depicted in figure 2.14 (104:in thesis), confirms that at the onset of the talent management process, the staffing strategy of the functional area and its individual departments should be concluded. This staffing strategy document will offer insight around the business case of the functional area in support of overall business strategy, management of scenario planning and the motivation for securing key skills to manage these scenarios. The strategy will also produce information around staff supply and demand forecasting in support of the HR strategies to be invested in and confirmation of the availability, skills and competence

of the staff needed to manage key issues and business scenarios. Elegbe (2012:7-8) warns of the talent shortage and competition and hence the importance of effective practices in talent supply and demand. In step 2 of the roadmap to effective talent management, Rothwell (2008:2) offers the clarification of what people in organisations would have knowledge of and are skilled in, what kind of people are successful at doing the work and how talent is then defined now and into the future. The staffing strategy approach and thinking of the municipality is directly aligned with Elegbe and Rothwell's views.

The assessment of this factor through the survey research confirmed a mean of 2.42 across the respondents and thereby confirmation of agreement with the fact that as staff members of the municipality, the staff participate in and know the process for staffing strategy development, understand and know the integrated talent management framework, and how a staffing strategy informs a department's decision to fill vacancies. The mean in this category may support the conclusions drawn, but the results confirm that in the age group of 26 – 35 years the mean of 2.55 implies that staff in this age category would disagree in that they are not involved enough in staffing strategy development. The reality is that this group will have the least number of years' tenure in the municipality and operate mainly at senior / principal professional level. This deduction is supported with a mean of 2.63 recorded for this occupational group in relation to their involvement in the development of staffing strategies. They would not automatically be involved in the development of staffing strategies since this process is mainly addressed by management teams in each department.

Across the functional areas, Environment and Spatial Planning, Human Settlements, Office of the City Manager, Tourism and Economic Development and Transport report a mean of above 2.50, confirming disagreement in that they are not involved in staffing strategy development. Across all race groups, there is confirmation of exposure to the staffing strategy process with a mean below 2.50, however the standard deviation confirms that in all race groups, some staff indicated that they are not involved. The staff with nought to five years' experience also confirm that they are not involved. This group would have joined the organisation in 2011 and although the metropolitan municipality held a number of roadshows and facilitation sessions across all functional areas, the staff in this group have not had exposure to the development of staffing strategies. By implication, the researcher deduces that the staff with longer tenure in the organisation are assigned the task by leadership to complete the staffing strategies. This may be attributed to institutional knowledge they

will have of the municipality that is needed to develop appropriate strategies. Secondly, staff with more than 10 years of service are at management level and understand more of the need for staffing strategies as key to business continuity and service delivery.

Overall, the evidence supports the conclusion that only some staff at particular levels would have had exposure to staffing strategies. More needs to be done to empower all staff at senior levels around the content and application of staffing strategies. Whitmore (2006: 31) confirms the importance of ensuring the communication of talent and succession plans through organisational strategic plans to ensure all are aware of key initiatives in support of talent development.

The outcomes in the above section must be interrogated further in the context of the themes that emerged from the qualitative research. The results of the unstructured interview with DHRMs, confirmed that they have a very specific view of the application and practice of some of the key components of the talent management framework. The DHRM is a high-level specialist and strategic advisor on HR matters in a functional area and is responsible for overseeing the implementation of talent management initiatives in the functional area. The DHRM reports on talent management initiatives and can confirm the status of talent management maturity in their functional area. This will include ability to interrogate, understand and apply relevant talent management processes and practices.

In terms of the responses received from all the DHRMs interviewed, it was confirmed that the processes and practices of the elements of the framework are inadequate. These elements include:

1. Individual performance management
2. Personal development planning
3. Staffing strategies
4. Retention management

Whilst staff that responded to the survey confirm their understanding and ability to apply the concepts in the talent management framework, the DHRMs are more sceptical. This represents two different views around how well talent management was implemented in the functional areas. The DHRMs are knowledge experts in the field of HR and policy application and are concerned that the talent management practices as set out in the four elements above, are implemented incorrectly; the processes are inadequate and are applied inconsistently within the organisation. The key constructs emerging from the unstructured interviews also confirm the following deductions to be made on the four elements:

1. The DHRMs reported that the individual performance management system is inadequate. The training at the onset of the IPM system is a systems based training programme to assist staff in navigating the steps in order to complete the events of performance planning, review and assessment. No practical training is offered to understand the impact of the systems based evaluation and the requirement to invest in the on-the-job engagement between the line manager and the staff reporting to them. In essence, the IPM process and system is advocated as a compliance tool for the required day to day management of performance on the job, however the practical application of the IPM process is not covered in any form of training.

As a result of inadequate training, the IPM application in the individual functional areas are inconsistent. The application of the KPI targets and investment in meeting the outcomes of the competencies, are applied differently in each functional area simply because they are not effectively explained during the training. The policy on IPM offers a process and step by step implementation guide but no real explanation of the application in order to ensure a consistent approach. The real concern is that there is no investment in quality assurance in the functional areas or at corporate level to ensure line managers apply the policy correctly and as such the incorrect practice continues. The researcher surmises that this practice will not support a mature and robust IPM system that needs to provide indication of people ready for advancement in support of succession plans. Rothwell (22: in thesis) reminds us that in step 4 of his roadmap for effective talent management, performance must be invested in since the results of the process are relevant to ensure the right staff members are promoted once their capabilities are understood.

The inconsistency and lack of proper training, has led to line managers' lack of commitment to the process, as they cite that it is a waste of time and it adds no value to what they believe should be a robust performance management system. The line managers also expect to be properly capacitated to complete not only the systems based assessment, but also to understand performance management on the job. The result is that line managers do not invest in face to face engagement with staff and cite lack of understanding of the IPM engagement process that they believe should have been included in the training. The lack of a proper IPM process is detrimental to the effectiveness of the succession planning process since accurate and relevant performance information is a key determinant in selecting successors to key positions. As confirmed by the PepsiCo example of the USA private sector succession planning practices, proven results through on-the-job performance with

evidence of delivery is critical to ensure effectiveness in the selection of successors for the succession process. The example of Microsoft's performance management approach as proclaimed by Yost (2010:645), offers confirmation of the importance of performance measurement in support of talent development.

2. The DHRMs reported that the personal development planning practices are inadequate. The main area of concern is the lack of a formal training programme on how to develop and contract a personal development plan and how to engage the staff members in the planning of future interventions in support of their personal development. The e-learning material developed by corporate HR in aid of line management capacity building is not known to the line manager and resides on the information system platform unutilised. The result is that the importance of the personal development plan is not known to all and they are unable to use processes such as staff advancements, training, development, addressing performance gaps, competency management and succession planning that are reliant on the relevant staff members' up to date PDP.

The lack of formal training and staff not knowing the importance of the PDP means there is an inconsistency in the management and application thereof. Since most line managers in departments do not engage their staff around their personal development plan, any specific training and development needs intended for current and future development of staff is not planned for and invested in. The line managers argue that they seek clarity around policy that governs the PDP process, complain that some of the personal development plans contain data that is out of date and that the PDP document is very confusing and not simple to understand. As a result, line managers see it as a waste of time and want to focus their time and energy on operational and service delivery issues.

The reality is that the process for the application of personal development plans is not aligned with other talent management interventions, so for instance departments do not know how to link PDP's with the IPM process, there is no link with career discussions and very few use it correctly in terms of the requirements for the workplace skills plan. The application of personal development planning as a component of the talent management process, is supported by Silzer and Dowell (2010: 96) where they emphasise it as a component of their talent stewardship model. The example of the eThekweni municipality talent management programme, discussed in an earlier chapter in this thesis, also supports the use of a personal development plan and the link with performance, development and retention

management. The personal development plan is established through engagement between a staff member and his or her line manager. In this session career aspirations, career paths, development areas and potential of the employee are discussed. The reality of internal talent management challenges is captured by the Canadian Human Resources Council (2015). They warn that poor communication / engagement can result in confusion as staff can start to speculate what is expected of them and even more so in relation to succession plans. The absence of such engagements and conversations will therefore severely hamper the ability of the organisation to implement effective succession planning as a component of the integrated talent management framework.

3. The DHRMs indicated that the staffing strategy process and practice is inadequate to ensure effective integration with business strategy and to ensure all will be able to apply it. This statement is contrary to what staff proclaimed in the survey questionnaire results. The key issue for the DHRMs is that line managers are not aware of how to complete staffing strategies and the e-learning training that was developed and loaded on the municipality's HR information system for staff to access, was never properly communicated. This e-learning module shows a practical way of understanding and managing staffing strategies. The municipality also do not offer any formal practical talent management training, including the staffing strategy process. The line managers therefore truthfully claim that no capacity building of any form was invested in to ensure they understand the process.

The lack of training and capacity building, has led to certain challenges in the generation of staffing strategies. The functional areas were compelled to deliver on the staffing strategies as soon as possible in order to meet the SDBIP deadlines of June 2016. This process commenced in 2015 and was underway at the time of this research study. The application was inconsistent due to different interpretations of the toolkit provided to line managers to aid them in the development of the staffing strategy report. In addition, the functional areas that really made a valiant attempt at producing a staffing strategy are subjected to political interference (directing how work must be done in support of political promises) and budget cuts (non-essential capital and operating budgets as well as staff budgets are cut in support of overall business strategy) that make certain ideal strategies no longer achievable. The key remains to involve the DHRM and corporate HR since their roles are important in understanding and implementing the interventions flowing from the analysis of business staffing needs.

The DHRMs also highlighted that certain challenges made implementation of the staffing strategies difficult.

- The executive management and the City Manager did not communicate any formal resolution in which a mandate was delivered to complete the staffing strategies. The functional areas therefore believed that it was not compulsory and certain functional areas did not even attempt the completion of the staffing strategies.
- The accountability was confirmed to be that of management in ensuring the staffing strategies are generated. However, just as with other talent management processes, line managers confirm that they do not have time to interrogate and implement this process nor were they capacitated to do so.

The DRHMs also confirmed that the application of staffing strategies is not aligned with other talent management interventions, for instance departments do not know how to link staffing strategies and succession planning processes, there is no link with recruitment and selection and very few use staffing strategies correctly in terms of the requirements for the application of the Employment Equity plans. A key learning must be taken from the eThekwini talent management framework. Their process includes alignment of talent strategy with the business strategy thereby effectively understanding the talent and organisations' capacity needs. They support this process with formal training on the full talent management programme.

4. The DHRMs indicated that practices around staff retention management are inadequate. The requirement for effective management and retention of key talent is to understand what retention management is about and then to apply and manage interventions to retain talent. Carnegie (2008:1) confirms that retention is a key building block of any talent management process, whilst Rothwell (2008:2) confirms retention as an important element is his roadmap to effective talent management. Rothwell explains that retention mechanisms must be available and applied based on the needs of the staff in the key position.

The DHRMs report that many line managers do not know what retention management entails, mainly since they were not capacitated through training as to its application. The line managers also view retention as HR's role and believe that HR must try to retain people that want to exit the organisation. This is not appropriate since research shows that the reason for people leaving in most instances is the problem they have with their manager or leader. The HR staff can only complete the exit interviews and report on the results but have no mandate to convince the person to change their

mind. The manager must proactively engage with staff more often to determine the reasons for remaining with the employer and what motivates them in their role. This is, however, not invested in.

The retention process will therefore experience certain implementation challenges, including internal retention issues, with staff moving from one job to the next but still climbing the career ladders, albeit in different functional areas. Another challenge lies in the effective utilisation of exit interview information. Since the line managers view this as the role of HR, the information from the exit interview is received but seldom used. What is evident is that line managers seek clarity around the processes to be followed and with no guidelines or policy document on retention management, they believe they are unable to retain staff.

The line manager, in the absence of training and with no knowledge of staff exit management, confirms that retention management is not a priority, as are service delivery and operational management. The continuity of the functional area and responsibility in terms of service delivery, implies that line managers must have people in place in order for services to continue. With no formal succession and retention processes, the formal process is reactive and time consuming. The line manager consequently opts for his/her favourite employees to be retained, even though they are not linked to any critical or scarce skill. This in itself makes the succession and talent processes flawed since the wrong person is being retained for the wrong reason and for the wrong job.

In considering all of the above, it is evident that the talent retention management process is therefore not applied correctly. The application of retention practices is not talent management aligned with, for example, initiatives like succession planning where retention strategies are key in retaining scarce and critical skills. The process will end up retaining the wrong people. The retention process is also not effectively linked to reward and recognition since the staff either do not receive any recognition or rewards, or, when they do, the context is not explained clearly enough for the employee to think that they do matter.

In terms of the mixed methods application, a key area of commonality between both qualitative and quantitative research designs was the fact that the career and succession planning process and practices aligned to talent management were inadequate and were not understood. The metropolitan municipality defines career planning as the process of evaluating the possible career progress for an employee and is based on their current job or

position and the next job or position in a career path category (Metropolitan Municipality. Draft career and succession planning framework, 2012:3). The application of succession planning is defined as a process of determining critical roles within the municipality's organisational structure, identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future opportunities to succeed in these identified positions (Metropolitan Municipality. Draft career and succession planning framework, 2012:4). In essence, in order to succeed in the identified posts, there must be a career plan. Career and succession planning are linked and need to be applied as such in order for succession to key positions to be effective. Both these processes are evident in the talent management programme of the municipality and it remains a concern that since 2010, when the talent management programme was introduced, nothing has effectively been done by line management, Corporate HR and the DHRMs to ensure that career and succession planning is embedded.

The survey questionnaire results for factor 8 confirm that staff do not understand the integration between career and succession nor do they understand the IPM assessment outcomes link with career and succession plans. In general, they confirmed that they have not been exposed to succession planning in the municipality. The overall mean for this factor at 2.57 confirms this. The analysis of the key variables measured confirm that in terms of the breakdown, across all variables a response of disagreement was confirmed, however due to the broad standard deviation spread across all, some staff would have offered a response of agreement albeit that they were in the minority. The areas that requires mention would be:

- The age category of 56 – 65 confirms a mean of 2.49 and standard deviation of .582, implying that some staff in this category do understand career and succession planning. This group includes senior management and managers who, within certain functional areas, explored career and succession planning due to exposure to management development training or facilitation sessions concluded by Corporate HR.
- The Finance and Safety and Security functional areas recorded a mean below 2.5, thereby confirming involvement and understanding of the career and succession planning processes. In the Finance area, this is important in order to retain key staff that could leave the municipality due to opportunities elsewhere. As a result of specialised MFMA training, finance staff can be classified as critical talent to a municipality and they can easily achieve career advancement inside or outside of the municipality however limited to local government. In the case of Safety and Security, the functional area implemented a staffing strategy in 2013, and manages all succession and career planning processes in accordance with operational deployment plans for the safety and security of the citizens in the metropolitan area.

- The survey research variable of the occupational category also revealed that executive and senior management confirmed their involvement and understanding of succession planning whilst the management category with a mean of 2.49 and 262 respondents confirm that some staff at this level are involved in succession planning. This correlates well with Whitmore's findings of his case study at the Texas Department of Insurance where in 2006 it was found that top management participation and involvement in succession planning was evident. It is again of great concern that staff at senior/principal level are not involved and thereby do not understand the integration. This is a problem since they are the key staff members that manage staff development and performance and understand best who would be ready to be considered for succession positions at the entry level to succession pipelines. The municipality is investing in the training of these staff members in talent and succession management through a management development programme. The DHRMs report that back in the workplace these professional staff members cannot apply the new-found knowledge and understanding since they are excluded from the succession planning and management processes.
- The survey research also confirmed that the African race group confirmed the highest mean across all race groups at 2.70 albeit that all race group felt excluded. This is not so significant as the understanding of career and succession planning is not linked to race groups but rather general exposure and training not offered. In terms of years of experience there are no anomalies other than those with more than 20 years' service who confirm with a mean of 2.43 that some of them do understand career and succession planning.

The DHRMs also confirmed in the unstructured interviews that career and succession planning practices are inadequate to ensure effective application.

Career planning

The DHRMs reported that no training is available on career planning and as a result line managers are not applying it formally. The line managers are aware that staff wish to have a career in the municipality and discuss their career aspirations with them but it remains a discussion and the processes are hardly formalised. The municipality do not have any formalised guidelines around career planning discussion and engagement and as a result, line managers improvise discussions on this topic. This is not acceptable as it will undermine the succession planning process. Line managers should be capacitated to apply career planning and thereby career conversations effectively.

The DHRMs confirm that the fact that line managers do not understand how to engage around career planning can be attributed to a lack of knowledge and understanding of the career planning process. As already mentioned, line managers attribute this to lack of knowledge due to no training being offered. The overall impact of this is inconsistency in the career planning approaches undertaken by staff. The approaches would vary from mere discussions, to processes of instruction, to processes of incorrect guidance on career decisions. What remains neglected are the career and job expectations of staff. The career planning discussion is the opportunity for line management and their staff to engage and talk about career expectations. The line managers have a tendency to proceed with career plans and the mapping of careers, but complete this without considering if the person truly wants to proceed with their career in a vertical application upward to management roles or perhaps horizontal to positions with more challenge, but remaining specialised. This information is crucial for succession planning since the success of a succession plan also lies in the motivation and support of the staff member targeted for the succession process.

The career planning process is supported by Microsoft in their Career Compass example (46: in thesis), confirming that it is a discussion once a year between managers and their staff. The process is also supported by the eThekweni municipality in their example of their talent management strategy where the frequency might be more often to gauge progress in staff development. The DHRMs report that the career planning process in the metropolitan municipality is not aligned to talent management in that the processes for staffing strategy, succession planning, IPM, PDP and WSP are not aligned to career planning activities. A career plan is dependent on performance information confirming the person's on the job output. It is further dependent on information in staffing strategies confirming who needs to be invested in for future leadership roles and what their development plan should include. The PDP is the tool to ensure career development is adequately planned for and implemented. The action plans of the PDP offer time periods within which this can be achieved. If there is no career plan, then the WSP offers individual training at the current level of expected work outcomes and no planned training in support of developing competencies at the next level of management.

In the talent stewardship model of Silzer and Dowell (2010:96), career planning is a critical component of the talent development process in support of talent retention. In the example of SAB Miller, their strategic people-resourcing model (Bluen, 2004:8) confirms a strategic people review process that must include career plans and career discussions in support of talent information management and talent development. As such, the metropolitan municipality must attend to the implementation of career planning discussions if they want to implement an effective integrated talent management framework.

Succession planning

The second component of the integrated career and succession planning process confirms that succession planning is also not implemented adequately. The DHRMs confirm that line managers and staff are not aware of the e-learning training that was developed to empower staff and managers in understanding how succession planning can be applied. The e-learning module was never communicated to staff and remains unutilised on the HR information systems platform. The reality is that over and above the e-learning training, there is no other training available to explain how succession planning actually works.

The result has been that a succession planning process, as set out in the succession planning guidelines of the City, has not been followed. The one main issue is around key positions that were not identified as required in terms of the process. The knock-on effect has been that succession strategies identified have not been implemented in line with an integrated talent management approach.

The lack of training offered and with the succession processes not followed, has resulted in full functional areas not implementing succession planning processes. Line managers indicate that they are not fully capacitated and hence cannot implement and do not know how to practically implement succession plans. This is a concern since the success of the process is reliant on the knowledge and understanding of those that need to drive it. Earlier it was discussed that senior management and managers must take ownership of succession planning and manage it from inception to implementation. Ibarra (2005:20) confirms the importance of line management training in succession planning in order for management to participate in the process and own the practice.

The implication of the above is that the process is not aligned to talent management practices e.g. there is no link to staffing strategies, it is not an informant of recruitment and selection practices and staff development cannot be coordinated effectively. The succession plan is derived from staffing strategies where the staff supply and demand forecasting is complete and interventions need to be implemented in terms of the gaps in skills needed for future positions. The DHRMs report that succession plans are mostly ignored in recruitment and selection exercises and sometimes the successors are not treated fairly. Claims of nepotism are very often made when a selected few are asked to apply and are shortlisted. This reaction by most staff is due to not being aware of the processes and intentions of succession planning. All they have seen is that a few favourites have been selected and received development opportunities. When these development opportunities are not coordinated correctly and coupled with proper communication, it is deemed to be favouritism.

Based on the responses recorded above, it seems that all the effort to inform staff around talent management has created an environment in which staff say that they understand and can apply talent management across the municipality. The researcher surmises that this perception is based on the exposure that most staff received in talent management through the management development programme or through facilitated discussions. This does not imply that they can practically implement the elements within the programme. The DHRMs, as HR specialists and advisors, understand the talent management processes but do not believe that the component parts are adequately embedded in the municipality to support succession planning. Their concern lies with lack of training, lack of commitment from line management, inconsistency in application and no integration evident with talent management practices. The practice and process for career and succession planning as prescribed by the metropolitan municipality, is inadequate and not understood. Overall, the researcher deduces that line management, DHRMs and Corporate HR did not practically implement the talent management programme very well.

In summary, the results achieved in the survey and unstructured interviews, confirms the global situation as portrayed by the Canadian Human Resources Council (2015) in their sharing of the same key challenges to effective talent management experienced globally. The same evidence exists in Whitmore (2006:31-32) who explained the lack of proper talent management processes in the Texas Department of Insurance basically confirming that staff and management would confirm they understand the practices but the HR staff confirm the opposite as the practice. To best understand how these practices should be improved, the approach of Standard Bank, Vodacom, SAB Miller and the eThekwini example, must be considered as best practice models.

5.2.2 Non-management of succession planning processes and practices

The researcher wanted to explore why succession planning has not been implemented successfully in the municipality, including the management and retention of critical and scarce skills. The concern was that the municipality already has a succession planning guideline that captures the process and thereby confirms how to implement succession planning. This preferred process was also offered by Boninelli and Meyer (2011: 353) in their five-step process and by Ritchie (2007: 26 – 27) in his seven common components of the succession planning process.

The key constraining factor evident from the survey research is the fact that departments are not managing the succession planning process and practices. At a mean of 2.83, the

respondents to the survey around the succession planning process (factor 2) confirmed that in the functional area they work in, the following practices are evident:

- Managers do not know who their top performers are
- Top performers are not engaged with to secure commitment to the organisation
- Management is not involved in the planning and implementation of succession processes
- The department does not invest in the development of attraction and retention strategies for critical and scarce skills
- Succession planning is not a priority at the highest level
- Talent management integration is not invested in
- Key positions for succession planning purposes are not identified

Across the different variables measured in the survey, of interest would be that the highest mean for the age analysis is for the younger group of 26 – 35 years of age. This group is at the entry level of the leadership pipeline and mostly operate at senior professional level with few or no staff reporting to them. The researcher deduces that they would have had very little exposure to managing the succession planning process since the municipality adopted succession planning guidelines with the intention that directors and managers take ownership of the process. The intention and process were clearly mapped in the succession planning guidelines of the municipality as set out in its application in 2014. This can confuse staff at professional levels since they are included in management development training in which their accountability for the succession planning process is emphasised and they are required to participate in all discussions around succession plans and talent management, but their involvement in decisions around successor pools and key positions is very little or non-existent.

The management development training, as explained in the Integrated Talent Management Framework 2014, clearly offers staff at senior / principal professional level an understanding of what succession planning is but they may not have seen the department in question to have done anything about ensuring the effective implementation of the component parts of the succession planning process, especially with reference to the retention of key critical and scarce skills. Senior and principal professionals' experience lies in the lack of an appropriate talent management approach that would normally offer professional staff the required focused development opportunities in support of succession planning e.g. coaching, mentoring and job rotation. These professionals' experience also extends to meetings and fora where succession planning is discussed and evidently reported as being neglected. They also observe staff leaving or about to leave the municipality and nothing is done to secure institutional knowledge or to retain the talent.

Across the functional areas it was evident that succession planning was not implemented. In the Finance area; the mean of 2.54 and standard deviation of .627 confirm disagreement with very few staff in agreement. It could be due to concerted efforts being made by finance officials to implement their staffing strategies and succession strategies to avoid losing staff. The tenure of staff in the Finance functional area is very much limited to how effective their retention mechanisms are. This is due to the demand for finance officials trained in the MFMA minimum competencies programme and as soon as staff are at the top of their career ladder, they seek employment in other municipalities that welcome the expertise of a finance person from a metropolitan municipality. In the Community Services and Tourism and Economic Development functional areas, it is evident that they are doing the least in management of succession. The researcher surmises that the staff in these areas are not involved in succession planning processes. Decisions are made at management level and staff merely informed of the processes followed.

The occupational categories' results reveal that executive management and senior management, albeit that they account for a small number of the respondents, confirm a level of involvement in the succession planning process. This would be supported by Whitmore (2006: 11) who confirms the importance of succession planning being managed at the highest level. It is, however evident, that managers, functional heads and senior/principal professionals believe that the succession planning process is not managed and this makes it difficult for them to take ownership of the process. The researcher surmises that this can be due to their knowledge of the loss of staff in scarce and critical skill positions as well as the loss of institutional knowledge due to retirees leaving the City, but executive and senior management are not doing anything or not doing enough about succession risks.

Across the different racial groups and considering years of experience, it was evident that staff believed that departments are not managing succession planning. The staff that have been in the municipality for many years and who understand what has to be in place for effective succession planning, have not observed any activities in support of talent retention and management of scarce and critical skills, including the basic step of key position identification.

Both Boninelli and Meyer (2011: 353) and Rothwell (2007:2), lead the steps in the succession planning process with the importance of identifying the key positions. The key position confirms a scarce or critical skill to be invested in as well as the filling of a position occupied by a retiree to be vacated in the next five years. Rothwell further explains that not all positions are key positions and not all staff are automatically part of a succession planning

process. Should the key positions not be clarified upfront, staff may remain uninformed and confused around positions targeted for succession planning and those targeted for normal replacement planning or filling as a vacancy. The municipality is further at risk around succession management since it is evident to most staff and line management are not as involved in succession planning. For most staff, it is evident that succession planning is not a priority at the highest level. The roadmap to effective talent management (adapted from Rothwell, 2008: 2), confirms the first step to be the commitment from the CEO and senior management. In the municipality, such a commitment, even if it might exist, is not evident to staff.

A concern is the fact that managers do not know who their top performers are and that they do not engage with top performers in order to ensure their retention. The key to successful identification of top performers is not only based on the output measure of performance management, but also on the input measure of staff potential. The municipality is not investing in this whilst Silzer and Dowell (2010: 419) emphasise that it is imperative that a performance-potential assessment be performed in order to identify talent to invest in as high performers / high potentials. This offers an evidence based approach in aid of selecting the correct staff members to be included in successor pools. However, as stated by Morris-Lee (2001) in Scott (2007: 14), effective succession planning engages current and future leaders to stay and develop their leadership skills and foresight of the organisation. A specific area neglected in the metropolitan municipality's succession processes, is leadership development and investment in staff readiness for leadership roles. In many of the examples shared in US, Africa and South African organisations, leadership replacements are emphasised over and above critical and scarce skills and retirees. The programmes for leadership development are very academic and no clear strategy around leadership development or leadership talent pipelines exist. The importance of investing in leadership succession is confirmed by Azevedo (2013:55) in the City of San Jose where leadership development in local government is important to ensure a talent pipeline. Bierster (2011:75-77) in a study of the New York City Fire Department, confirmed that a structured method of development is needed for leadership roles and vacant leadership roles must be filled as soon as possible.

The survey questionnaire also intended to explore the succession planning process that is critical to ensure success in leadership, scarce or critical skill or retirement succession plans. This process is best described in terms of key components that must be linked to ensure effective application. These are:

1. Clearly defined job descriptions and roles
2. All critical and scarce skills must be defined

3. Staff age profiles and retirement dates must be known by senior staff
4. Knowledge transfer to successors must be formalised and arranged

The survey questionnaire however elicited the following results:

1. Job descriptions in departments are not clearly defined

The fact that the content of job descriptions in departments is not clearly defined offers further concerns for succession planning process implementation (Factor 11). The key requirement for person to key position profile match-up is that the profile match is based on the content of the job description of the position occupied by the retiree or the position classified as a scarce or critical skill. The job description must be correct and up to date and reflect the current content. The staff indicated that they understand the requirements for their jobs as explained to them, however the content is of concern. The view expressed by staff was very clear, with a mean of 2.57, thereby confirming that they disagree with the statement that KPAs, knowledge and skills in job descriptions are clearly defined and that the required competencies and career paths are evident. The researcher deduces that staff are keenly made aware of what is required of them as well as their development needs when the manager and the staff discuss these requirements at the time of the appointment of the person, but this is not formalised in terms of the content of their job descriptions going forward in the employment relationship. Rothwell (2008: 2) confirms in step 2 of the roadmap to effective talent management, that clarification of the work that people do is important for a talent management programme to be successful.

In factor 11, the age group of 26 – 35 years responded that they believe the content of job descriptions is clearly defined in the department. The researcher attributes this reaction to the fact that this group normally do not have oversight of the department's job descriptions and hence would not know the status of job description content across all job levels, is reasonably new to the organisation and will respond based on the content of their own job descriptions which was updated and shared with them at the time of appointment to their new role in the municipality. All of the other age categories do not agree and confirm that job description content is not clearly defined. Staff members age 36 and older have been part of the municipality's restructuring processes over the years in which all jobs had to be re-evaluated using the T.A.S.K. job evaluation process. The writing of job descriptions at the time was based on generic content and never refined over the years, resulting in incomplete, poorly written and undefined job description content. Until all job descriptions have been reviewed, this will continue to perpetuate.

The content of job descriptions in the Finance functional area seem to be clearly defined since the mean is confirmed as 2.26. The researcher was made aware by the DHRMs that

this functional area made a concerted effort in ensuring all job descriptions are updated and that the content is clarified. This was needed since the Finance functional area has a customer centric business model and staff need to understand their part in offering a customer centric service both to internal staff, the public and service providers. The approach taken was one of business strategy drives business process and then organisational structure which in turn drives job description content. In the office of the City Manager, it is also clear that job content is clear to staff with a mean of 2.33.

The mean of 2.33 achieved for the occupational category of executive and senior management confirms that they have clarity on the content of their job descriptions. The number of respondents, however, is not significant. All executive and senior management job descriptions are drafted by a specific group of job description writers who ensure the quality and correct content of these documents. The managers and professionals categories have a mean of over 2.50 and confirm that the content of the job descriptions in their department is not clearly defined. This was confirmed by the DHRMs since these job descriptions originate from line departments and were drafted by staff that do not have the necessary advanced training in the T.A.S.K. job description writing methodology.

The mean of 2.45 achieved for the Indian race group confirms their support for job description content as being drafted correctly and clearly defined. This is definitely by chance since the drafting of job description content and career path development is not racially biased. All other race groups perceive the job description content as not clearly defined but this does not offer any significance.

In terms of the respondents' years of experience, it is evident that staff with one to ten years' experience in the municipality confirms that the content of job descriptions is not clearly defined. This group joined the organisation at a time when the T.A.S.K. job evaluation and placement process was being implemented. This project did not capture the job descriptions adequately and there are concerted efforts being made to rectify this. As a result, performance management processes, recruitment exercises and job advancements are delayed due to out of date or incorrect job content. Staff with more than ten years' service did not have these difficulties and although the mean varies between 2.49 – 2.55, staff indicated both their agreement and disagreement. In some instances, staff, especially at management level, work with newly developed templates called TASK based job profiles and not the older TASK based job descriptions. In a fully functional area, the quality of content varies between the old version and the new version of the job description. The lack of implementation of an integrated talent management framework also confirms the absence of career paths in the job descriptions.

2. Critical and scarce skills are not clearly defined

The application of succession planning is highly dependent on critical and scarce skills being defined in the municipality as these skills and positions associated are referred to as the mission critical skills needed for the organisation to function effectively and sustain its service delivery mandate to the community it serves. The analysis of factor 14 in the survey result, confirmed that key critical and scarce skills are not clearly defined in the metropolitan municipality. The mean of 2.39 may indicate a lean towards staff agreement that these skills are defined however it is evident that across the variables in this factor, there is disagreement around whether clearly defined critical and scarce skills are available to the senior staff in the municipality.

The standard deviation across all variables are at 0.609 indicating a wide spread across the factor mean with some staff disagreeing. In terms of the age profile of these staff members there is not much difference with regard to the average mean with standard deviations above 0.600 also confirming some did disagree.

In terms of the functional areas it is evident that in large areas where key critical and scarce skills like engineers, technicians and planners are present, the majority of the respondents are not clear as to whether the people with these skills were identified in the municipality. Of interest is the fact that the senior professionals with less than 10 years' tenure in the municipality is aware of the critical and scarce skills whilst executive and senior management at a mean of 2.56 is not convinced that critical and scarce skills have been defined. The municipality will need to make a concerted effort in ensuring such skills are clearly identified by creating the criteria and context for its determination and application. As a point of reference, the UK Civil Service Reform in 2014 required of civil service departments to urgently fill critical skills gaps in order to prevent a collapse of service delivery to UK communities. As such, the metropolitan municipality, at the focus of this study, must address this as a matter of urgency. The example of the eThekweni municipality also confirms the importance of the identification of mission critical and scarce skills posts through a talent management committee. The implementation of these committees could assist in defining the scarce and critical skills categories in the municipality.

3. Staff age profiles and retirement dates are not known to all staff

A conclusion drawn from factor 6 in the quantitative research data is the lack of involvement and experience of staff in the succession planning process. To enable them to understand and make decisions around succession planning, staff must be aware of the age profile of those eligible for retirement in the next one to five years.

The respondents indicated that staff age profiles and retirements are known to most with a mean of 2.30 recorded for this factor. The age group of 26 – 35 confirms a mean and standard deviation that indicates most staff in this category disagree in that they do not have knowledge of staff age profiles and retirement details. This could be linked to the fact that they are mainly at senior/principal professional level and are not able to access information of this nature. The staff older than 36 are mostly at management level, can access management information to this effect via the HR information system of the municipality and can utilise this information for HR plans and succession planning purposes.

The mean across the various functional areas would support the fact that some staff have knowledge of staff age profiles, however the standard deviation and high mean closer to 2.5 can confirm that some staff across these functional areas do not know the age profile and retirement details of staff. In the senior/principal professional occupational category, staff are not aware of the age and retirement profiles in their department. This again shows a trend in which senior staff members at entry level to the management level are not kept informed of this requirement and thus are unable to effectively contribute to and understand the scope of succession planning. The researcher deduces that this is further supported by the fact that some staff with between nought to ten years confirm a wide standard deviation that lean towards disagreement, effectively confirming that a large group in this category do not know who the retirees are or the general age profile of staff. In terms of the race category, the Indian race group confirms that they are left out of the succession planning process in that they do not have any information on retirees or the age profile of staff. This group is, however, the smallest in the sample, but can offer some insight into the experience of this group who, in terms of the Western Cape population demographics, happens to be the smallest representation. The reason for their perceived marginalisation is not clear.

Carson (2009:4) offers insight to the fact that the monitoring of staff age profiles and retirements are critical. Carson reports that in Canada only 32% of companies surveyed were tracking age profiles and retirements. Whilst Boyle & O’Riordan (2013:16-20) reported that the lack of monitoring age profiles and retirements has led to unavailability of replacements in the Irish local government sector. To prevent the above, concerted effort must be made by DHRMs, Corporate HR and line management to monitor age profiles and retirements as per effective staffing strategies and succession plans contracted via talent management committees as described in the example of the eThekweni municipality.

4. No knowledge transfers to successors

The respondents also indicated that they believe no knowledge transfer to successors in identified key positions is taking place. The mean for this factor is 2.65 confirming the staff offered a response of disagreement. The key constructs that emerge here are that career planning information and formal talent pool membership are not criteria for the selection of successors. The researcher deduces that as a result, any processes that professionals and management are supposedly investing in, is based on unfair selection criteria for the successors to key positions. The transfer of knowledge is mainly ad hoc and unstructured and sometimes does not occur at all. It is also possible that the tendencies in some areas are that successors are handpicked as favourites and not selected based on fair criteria applicable to all. Adetula (2011:10-22) warns about favouritism being a dominant factor in considering successors for key positions mainly because of patronage in social and other relations.

The above variable around knowledge transfer also confirms that respondents in all age, occupational and race categories disagreed and confirmed that no knowledge transfer is taking place. This implies an acute awareness of the requirements to retain institutional knowledge and the need for a formal process of knowledge transfer. The different functional areas are confirming the same perceptions except for Health Services, Office of the City Manager, and Safety and Security. The researcher deduces that knowledge transfer practices could be in place in these three areas to support the retention of institutional knowledge. In total, however, the respondents from these three functional areas are few and therefore do not express the majority view. The respondents with less than one year's experience confirm that knowledge transfer to successors is indeed taking place. This group is, however, very small, whilst the vast majority covering all years of experience, are in disagreement.

Unstructured interviews

The DHRMs also confirm that the succession planning processes and practices are inadequate. The key to successful succession planning is to have an understanding of the process and its application. Their concern was that no formal training or facilitation sessions were held to empower line management in the application of the process. By implication, the researcher deduces that the application of the process was self-taught by the line manager or facilitated by the DHRM and any implementation was not done in strict accordance with the guidelines document circulated by Corporate HR. The impact of this would have been that line managers interpreted the process in their own way and hence different approaches are followed across departments in the use of templates and data for decision making purposes.

Most of the DHRMs also confirmed that, although they are required to ensure the completion of the succession plans, they did not do so, since the understanding of the application of the process was lacking. The concomitant impact of this was that most succession plans were never implemented. This was mainly because those who needed to implement them did not fully understand how to do it. The application of the process in terms of an integrated talent management programme is also not evident. It was confirmed by Rothwell (2008: 2), Silzer and Dowell (2010: 96), De Tuncq and Schmidt (2013: 2-3) and in the PepsiCo and Microsoft examples, that succession planning must be implemented as a component of an integrated talent management strategy or framework. The absence thereof implies a process that does not consider all the supporting components needed to effectively plan, engage and develop talent. The key to all this is the ownership that must be taken at the right level in order to see this process to fruition.

The conclusion drawn from the qualitative data on the succession planning process is based on the involvement and experience of the DHRMs in functional areas. The DHRM is directly involved in processes such as key position identification and management as well as the identification of fit for purpose succession interventions.

The success of the succession planning process lies in the identification of those key positions that must be targeted for succession. These include scarce or critical skills / positions, positions occupied by retirees, positions targeted for accelerated development or employment equity plan targets, and the high performers or high potentials that could exit the organisation at any moment if not fully engaged with or if the employment relationship is no longer meeting the required benefits or motivation potential. The DHRM assists line departments in this process and ensures the positions are clearly classified as per the different kinds of succession scenarios. The DHRMs, however, confirm that not all these key positions have been identified and that investment thus far was in identifying the upcoming retirees only. These are the at-risk key positions where institutional knowledge will be lost if not attended to; hence the prioritisation. This is a concern since the expectation is that the DHRM will be more pro-active in extending the key position process to all the categories mentioned. The non-investment in all key categories will render HR planning and staffing strategies useless and the HR risk of succession planning in the municipality will thus be perpetuated.

The fact that the information gathering on the succession process for retirees was focused only at senior professional level upwards, can take the HR risks down to the operational and technical levels of the organisation. At these levels, staff are interacting directly with the

public and service providers. According to most of the DHRMs, the process must still be implemented at these levels and the time period is not known. In the case of the Solid Waste management and Human Settlements functional areas, the DHRMs were proactive and attended to succession planning amongst the technical and operational staff as well. The key learning taken, according to them, is that the holistic picture of career path development and talent pipelines for key positions is clearer, and investment in development, advancement and retention practices is broadly understood.

To ensure that the key positions are identified and managed, the DHRM must also understand how to identify fit for purpose succession interventions such as rotation, transfer, secondment, attraction, retention, etc. The DHRMs confirmed that interventions were identified for the key positions occupied by retirees, but that the mechanisms such as HR policies and guidelines do not support them in the execution of the process and identified HR staff at corporate levels who advise incorrectly, that there is a lack of clarity around application and implementation or that the policies and guidelines are mostly silent on key issues in support of succession planning processes.

The task of the DHRM is made more difficult with line managers openly confirming that they do not have time for these exercises and that operational and service delivery matters are more important. The departments also do not see the need to integrate succession planning with other talent management initiatives like staffing strategies. The staffing strategies offer the needed information on staff demand and supply forecasting and analysis and provide clarity around critical and scarce skills. The DHRM's admit that they also do not understand all the detail of the process as captured in the succession planning guidelines document and request talent management to assist in facilitating understanding. The concern is that the succession planning guidelines drafted in support of the implementation of the succession planning process and practices, are not understood and require talent management to continuously invest time to explain it to stakeholders in the process.

In summary, it is evident that the talent management framework and succession planning guidelines offers the correct processes and application required. It is the practice and capacity building that enables implementation that is sorely lacking. In Meyer (2007:412) the importance of correct practices is confirmed through his key steps to ensure succession planning in any organisation is successful. To ensure the correct succession planning processes and practices are invested in, Boninelli and Meyer (2011:353) provides insight around five stages in which succession planning should be implemented. Ibarra (2005:20-22) confirms that many organisations make mistakes in not ensuring effective investment in the key components of succession planning. Ibarra refer to the key components as future needs assessment; identification of critical positions and staff age profiles; identification of

competencies; completion of a gap analysis exercise; succession interventions such as knowledge transfer; training and development; management involvement; and monitoring and evaluation. The examples of SAB Miller and Vodacom in the private sector confirms also that the municipality need to improve its investment in proper process and practices in support of people development, relevant training and development and a clear indication of roles and responsibilities.

5.2.3 Talent management and succession practices are mostly legally compliant

In both the qualitative and quantitative themes and factors, there is agreement that the succession planning practices generally comply with labour legislation, however the DHRMs warn that only once the application of the process commences, will the municipality know if the succession planning process is adhering to the labour legislation. The emphasis is also on the fact that it generally complies since some respondents to the survey confirmed they are not in support of the municipality being compliant with labour legislation.

It was also evident in the quantitative research results that only 348 out of a possible 509 respondents replied to this question with a definite answer of agreement or disagreement. The researcher deduces that the group of 161 people that did not respond to this question, may imply that they do not know if succession planning processes comply with labour legislation. The researcher deduces that this could be due to respondents either not being exposed to succession processes to understand the relevance of the legislation or that the respondents do not understand labour legislation or the succession planning process to make the connection.

The anomaly is again the age group of 26 – 35 years who, with a mean of 2.47 and standard deviation of 0.696, have some respondents indicating that they disagree in that the municipality's succession planning processes do not comply with labour legislation. The researcher surmises that since the mean of the senior/principal professionals averages at 2.37, there could be a link with the age group of 26 – 35 years that normally represents this occupational category. The reality is thus that some staff at the entry level of the leadership pipeline and who are younger than 35 are not convinced that the municipality's succession planning processes is legally compliant. The researcher surmises that in his own experience it has been evident that the younger workforce is keenly aware of their rights and the statutes evident in the South African labour legislation. Any practice in the HR environment that is not aligned to the labour legislation, is deemed as a problem and the employer is reminded of its non-compliance. The reality is, however, that the true application challenges of labour legislation in the succession planning process lies in the management echelon and responsibility and ownership for such compliance is limited to this group.

It is also noticeable that respondents from the African race group, albeit fewer respondents than the White and Coloured groups, indicate a mean that confirms disagreement. By implication, this race group therefore does not believe that the municipality's succession planning processes are legally compliant. The researcher believes that this could be attributed to the fact that DHRMs believe that many African staff members do not receive the necessary opportunities for advancement or promotion in the municipality and as a result African staff may view the municipality's recruitment and selection processes as non-compliant in general. The main area of concern would be the lack of meeting the targets of the Employment Equity plan of the municipality, which may be viewed as a form of overt racial discrimination.

The researcher observed that amongst respondents in the general category of 6 – 15 years' experience, some do not believe that the succession planning processes are legally compliant, albeit that they are in the minority. The researcher deduces that this can also be linked to staff that are younger than 35 years of age and at the entry level of the leadership pipeline at senior professional level where their experience of the application of such labour legislation is limited. The reality, however, also revolves around the practices of the municipality where the application of the labour laws are inconsistent at times and due to a lack of trust in management to be able to execute decisions without bias, this group will view succession planning as not being compliant with labour law.

In the qualitative data, the DHRMs as HR professionals with a very good understanding of labour legislation and the application thereof, confirm that the municipality, by nature of a compliant environment, will ensure that succession planning practices and process are legally compliant, but only through the application of these practices and processes against real scenarios will this be confirmed. Such application and test is yet to be implemented. The DHRMs also caution the municipality that the Employment Equity act will require non-discriminatory practices in terms of the successor pools to be established as well as fairness in the selection process when key positions need to be filled. Since this is normally applicable in the recruitment and selection policy of the municipality, it is believed to be a mere formality. The difference is, however, that in succession planning the successor pool may apply to a selected group of staff members only.

The DHRMs also confirm that due to lack of training in the application of labour legislation in the succession planning process, some line managers do not understand which components of the law should be followed during the steps in the succession process. The municipality invests in labour law training on an annual basis but this is generic and offers insight into

case law only. The need is for more specific training on succession planning and talent management in the South African labour law context.

The key results of the mixed method approach confirm that the constraining factors in the municipality's approach to succession planning lies in the process and practices that are not managed by the departments. As a result, the management and retention of key critical and scarce skills and institutional knowledge have not been delivered on and if not addressed soon, will leave the municipality without the expertise needed to sustain the service delivery promise so efficiently invested in over the past decade. Furthermore, the municipality must take care of the manner in which succession planning will be implemented as legal compliance is imperative.

In summary, the municipality as a government institution must adhere to the laws of the country. As a result, compliance with any labour law will be required in conceptualisation of policy and practices. The example of the summary of the South African labour legislation impacting succession planning (74–75:in thesis), offers confirmation of the extent to which such labour legislation must be invested in for successful application in succession planning practices. The need to ensure legally complaint practices is also evident in the example of the US labour law and its alignment to South African labour law in that both observe the rights of the individual in employment and as it is found in the Constitution of the country. In the example of Standard Bank, it was evident that as with any other organisation in South Africa, Employment Equity must be upheld in the talent and succession planning process. This must be observed in the metropolitan municipality in order to ensure the buy in from all role players and ensure sustainability of the transformation processes as proclaimed in post-apartheid era labour legislation.

5.2.4 No engagement on training or career development

The process of engagement between a staff member and their manager is important in the context of succession planning since such engagement offers the opportunity to both the manager and the staff member to discuss career goals and aspirations, to update the staff member's personal development plan with the required plan of action to address development gaps, to discuss areas of development to be invested in via on the job training and mentoring, to ensure the staff member has access to and understands their career path, and to afford the staff member the opportunity to be coached. The absence of these engagement opportunities will impact succession planning since the development of the person to be ready for the position at the next level in the career steam, is very important. In the example of the SAB Miller success story, Bluen (2004: 108 - 112) confirms this approach in that once a year one-on-one engagement between the employee and line manager

happens in order to address the development of careers and includes identifying areas of strength and development, current job challenges, individual development plans and career aspirations.

The results of the research concluded from both the quantitative and qualitative designs confirm that the municipality's career development and training approach does not support proper engagement between staff and management.

The survey research results confirm a mean of 2.45, however the different variables reflect a mean score that constantly varies between agree and disagree. Staff members from ages 36 – 45 feels they are less engaged with on training and development and that career development is not invested in. In this age group, the staff members have around 15 – 20 years' experience and they operate at principal professional or functional head level in the municipality. They are required to ensure effective service delivery to the public which effectively takes up much of their time and efforts. This does not offer much time for the staff member and their manager to sit down and discuss career development and training. However, these employees are the future leaders of the municipality and the required time must be made in busy schedules for formal engagement between the manager and the staff member.

A number of functional areas had a mean of 2.5 or more confirming disagreement in that there is no engagement between a manager and their employees. The Environment and Spatial Planning, Human Settlements, Office of the City Manager, Tourism and Economic Development, Transport and Utility Services functional areas all have staff that disagree and confirm that they are not engaged with on training and development and that their career development, specifically, is not invested in either. These are functional areas with a large workforce and direct service delivery to the public, but another large functional area in Corporate Services with a mean of 2.40, confirms that they do engage staff on training and development and career development overall. This is also the area within which human resources resides and the process of staff engagement seem to have been very successfully expanded in this functional area.

In terms of occupational category, it is evident that the senior/principal professionals are not engaged with regard to training and development and career planning. The executive and senior management category also confirmed disengagement and lack of career development, albeit that they are a small number that responded. The line managers to whom the professionals report to must ensure the engagement process is invested in, however in many instances, such discussions are not even implemented between the

manager and his/ her senior manager. The reality is thus that the engagement process must commence at top management level and is supposed to filter down into the different occupational levels in the municipality.

The coverage across race groups confirms that African respondents at a mean of 2.55 are not in agreement and hence it can be deduced that they are not engaged with on training and development needs. This is not advantageous to the municipality since an effort must be made to not only retain certain people in key positions, but to also ensure that staff of the designated group are part of the succession planning process and their development invested in through training and development to ensure they are ready to succeed when a key position is vacated. This is especially important when key positions in succession plans are identified in terms of the municipality's EE plan targets.

The staff members with less than five years of service confirm that they are not engaged with and their development needs are not invested in. This is indicative of a situation in which new staff appointed in the past five years have not been exposed to any form of career development and their integration into the municipality were limited to an understanding of their job requirements only and attending technical training. This can be confirmed in various reports submitted to the municipality's committees that recent hires (2011 – 2015) entered the municipality during a time period in which management went through a restructuring process in the municipality and was asked to prioritise tasks and outcomes before people.

The qualitative research also confirmed that there was no formal engagement between the managers and their staff around career and succession planning. The research concluded by Carson (2008) on the Canadian talent management environment, confirms that the reasons line managers give for not engaging in career and succession planning, is not just a South African reality but also a global issue. The line managers confirm that they do not have any knowledge of how to complete this process since they were not capacitated or trained on how to do this.

In summary, the reality is that the municipality at the focus of this research, do not invest in effective implementation of the components of its talent management framework and this implies that career development and training discussions are not aligned to any key talent management processes such as IPM or succession planning. The line manager also confirms their responsibility in focusing on service delivery and although career development this is a priority for the municipality, the managers do not have the time and thereby the capacity to engage with staff. The lack of capacity to engage was confirmed to be a general trend in the Ernst and Young Sub-Saharan Africa Talent trends and practices survey of 2014

(63: in thesis). This provides confirmation of the lack of engagement as a general trend that is evident in many large organisations. The survey also indicated that talent management and succession planning processes are high priority but that organisations have low capacity to implement. The line managers would therefore easily use the lack of capacity as argument for not engaging staff on training and development and will continue to view the process as not a priority above other more urgent operational requirements. Whitmore (2006:31) and Elegbe (2012:6) remind us that talent management is about the opportunity for your talent to share expectations of their career in the organisation and the focus must be on individual attention. If staff are not granted this opportunity, time and effort in succession plans will be wasted.

5.2.5 HR policies and practice are not conducive to succession planning

The foundation required for the effective implementation of any human resources initiative lies in the defined processes, rules and format of application as set out in HR policies and practices. The Corporate HR department, as evident in the metropolitan municipality, takes ownership of the process for the development of the policies and through advice and guidance offered to line management who executes the processes and practices. The DHRMs, together with the talent management team, must ensure that these policies and practices are conducive to the implementation of succession planning in the municipality. Schuler et al. (2012: 15) emphasise that organisations must have key HR policies and practices in place to cater for HR planning and the implementation of these policies must be done as part of an integrated talent management strategy, including succession planning and retention. This is a process to be driven by HR professionals who must ensure proper transfer of knowledge and support to line managers whilst the line managers must ensure implementation.

The municipality's Human Resources policies and practices were assessed as an element of the quantitative survey questionnaire. These included responses to main constructs around policy and practice in support of the retention of talent, supporting training and development and investing time and energy in the retention of key critical and scarce skills. The mean for this factor was 2.45 with a standard deviation of 0.729, indicating a wide spread across the mean. Many people would have responded that they were in disagreement and that the policies and practices do not support effective succession planning. The opposite is also true since some indicated a mean score below 2.5 and thus the researcher could argue that some of respondents agreed with the constructs in the variable.

In terms of the age variable, those in the age group of 36 – 45 are not convinced that HR policies and practices support succession planning. This age group has a mean of 2.53. The

staff in this group should know the policies and practices well enough and responded based on experience. As such, the staff are not convinced that HR policies and practices will aid succession planning. This group are also the managers of staff and with no policy on staff retention and possibly no training in how to implement retention mechanisms, this group does not believe that the municipality has the necessary policies in place.

In terms of the 12 functional areas within the municipality, the respondents from six of the areas all disagree with the main constructs and confirm that in their experience, the HR policies and practices do not support development, training and staff retention. In all of the six areas, succession planning is a critical exercise in securing the retention of institutional knowledge. The researcher deduces that staff in these functional areas in their departments have attempted to implement succession planning but, either due to the incorrect approach or method of application, have not experienced an effective application of HR policies and practices in support of their succession plans. What is interesting, though, is that at a mean score below 2.5, the other six functional areas rate these items differently and may have selected interventions for succession planning that may not require detailed or different applications, other to what HR policies and practices offer. It is worthwhile to explore the following: What are the factors in the policies and practices that functional areas cannot explore further, due to the absence or lack of the required solutions to manage succession and retention?

The occupational category analysis confirms a situation found across all factors analysed in the quantitative research results thus far. The senior/principal professionals at a mean of 2.56, are in disagreement, and thereby confirm that in their experience, the policies and practices do not support talent retention, development and training. The researcher deduces that this is because of the frustration that many in these positions experience in that advancement to the next level in their career is to a management role and there are no options for specialisation in the current career path developments in the municipality. Also, the process of advancement could take some time, since the next level is management positions that must be vacated through voluntary or involuntary severance before a professional could be considered for such a role. They could, therefore, view policies and practices as not being conducive to development or succession planning. A further reality could be that where efforts are made to support succession planning and the investment in those that could be ready to take over in key positions, the unique training and development requirements that must be invested in to meet the requirements of the next level in the succession plan, is not supported in any policy, and the training offered in the workplace skills plan, is not conducive to developmental advancement.

In terms of the responses received across all race groups, it is evident that the White and African staff did not offer any disagreement with the HR policies and practices, however Coloured and Indian staff do not believe that HR policies and practices support retention, development and training. A key policy and practice in the municipality is around employment equity considerations in which specific targets must be met in order to be compliant with the EE plan of the municipality. The Coloured and Indian groups might also believe that they will not receive the same opportunities for training and development as for instance African staff, in order to be considered for succession and other positions since the municipality's staff establishment is under represented by Africans.

In terms of the years of experience of the respondents, it is evident that staff with six to ten years' experience are not convinced that current HR policy and practices in the municipality support training and development and retention of talent. These individuals have experienced the organisation post the 2008 transformation process and have not, in their opinion, seen any benefit from these policies and practices. The staff with between one to five years, 11 to 15 years and those with more than 20 years' service, all have an average mean below 2.5, indicating that they agree that policies and practices are conducive to training, development and retention processes. However, the wide standard deviation across these categories suggests to the researcher that a number of staff offered a response of disagree. The researcher surmises that staff in these categories have, over the years, experienced different applications of HR policy and practices and following various restructuring processes in the municipality and the resultant manner in which the HR department has managed staffing matters, are no longer convinced that HR policies and practices effectively support any initiatives that would be conducive to staff development, whether for succession planning or any other purpose.

The outcome of the unstructured interviews concluded with the DHRMs confirms similar results. The successful implementation of retention, development and training processes are dependent on the application of a well-structured and clear policy directive that supports its application. The municipality produced a retention strategy document but never formalised this as a policy or guideline and departments are using their own initiative and thinking. A guideline document was developed around succession planning that included the importance of training and development in support of the successful implementation thereof. This guideline confirms a process and mechanisms available to manage succession, but cannot provide for the required mandatory application of the succession planning process.

These guidelines also include supporting templates and the context for application but it requires an HR expert to explain them as they are not easily understood by the lay person.

The concern for the DHRMs is that roles and responsibilities at every single stage of the process are not clear and will require clear standard operating procedures to be invested in, in confirming clear steps and roles. The line managers and staff that need to apply the policies and practices have not received any training to understand the reference and thereby to assess their ability to implement the policies and practices. The researcher also has the concern in that the DHRMs all confirm that advice and guidance from HR corporate on the application of these policies and practices remains inconsistent and line management is left with different applications and understanding of the same policies.

The biggest risk is when the corporate HR department does not even adhere to its own policies or do not ensure policies that support succession planning. This is confirmed by the DHRMs. The key issues raised were:

1. The key to succession planning is the ability to close the gap between the successor and the requirements for the key position. To complete this exercise, the personal development plan of the successor is required to plan for the development areas identified in the successor. The recruitment and selection policy of the municipality requires the generation of the PDP at the appointment stage. Currently, the required PDP is not generated by the practitioners at the appointment stage and staff enter the organisation without a personal development plan. This makes it impossible to understand areas of strength and development and to plan for successor pools.
2. The policies speak about staff advancement, transfer and secondment but not about rotation and how this can be done in support of succession planning where rotation across various functional areas is required to expose all successors to key areas.
3. The succession planning and staffing strategies processes are interlinked and this is explained, but when the question is asked about the application of employment equity during the succession planning process, policies are silent in confirming the position to be taken by line management. It is agreed that during a succession planning process, the key position will always be advertised and all who are eligible should be considered. Some may be more eligible than others, purely because they have been performing the role for some time, however they will not meet the requirements of the EE plan should they be considered for appointment should they not be the EE target group for the level at which the appointment will be made.

In summary, the importance of HR policies and practices is emphasised by Schuler et al. (2012:27) confirming that such policies need to ensure coverage of the components of an integrated talent management approach. The lack of clarity in current policies of the metropolitan municipality can result in ineffective talent practices and inconsistencies in application of process. Schuler et al. also suggests that such policies should not be

developed or amended in isolation from line management since line managers will be responsible for the execution thereof. The researcher would therefore suggest that the metropolitan municipality consider doing the same and be more proactive and forward looking in re-designing their current HR policies to align to talent and succession planning processes and practice.

5.2.6 Management and human resources are not capacitated and trained

The succession planning process consists of a number of steps that must be followed in support of the management of the practice and required interventions. More importantly, the role players, consisting of corporate HR, the DHRM, line manager and staff, must be informed of how the process works and who will take ownership of certain decisions and practices linked to succession planning.

In the *SPSS* analysis of the responses to this factor, the Cronbach's Alpha score of 0.276 in terms of reliability amongst the variables in this factor, did not warrant further analysis. The researcher, however, used the result since it offered confirmation of the view of staff that responsibility for succession planning lies with Corporate HR and with the executive and senior management of the department.

The DHRMs confirm through the unstructured interviews that executive and senior management are very aware of the succession planning process and requirements but do not always participate in the activities and interventions. The exact roles and responsibilities are not clear to them and they react to requests for decisions to be made based on information provided by line managers or the DHRM. The decisions taken are then not always informed decisions since these have to be taken in haste in order to meet key deadlines of the municipality. The DHRMs believe that senior and executive management will require proper training and capacitation to understand how succession planning works and what their roles and responsibility would be in the process.

The DHRMs provide the strategic advice and guidance around the succession planning process and need to ensure succession plans are developed and implemented. In some of the municipality's functional areas, this is not a difficult task since the area is small with less than 1000 staff and with the assistance of support teams, the exercise on succession planning can be managed. The larger functional areas containing more than 1000 staff and with a geographical spread of the offices, depots and workshops, will make this exercise a daunting task for only one person. The biggest challenge is the implementation of an integrated talent management approach in support of the succession planning process. The DHRM can easily compile a list of key positions and produce a plan for succession, but the

execution of the plan, including facilitation, training and capacity building, cannot be done by the DHRMs on their own.

In summary, the talent management team in corporate HR have, over the years, supported the DHRMs in this function and need to be able to assist further. Consideration must be given for clear standard operating procedures, service level agreements and training to create an understanding of succession planning processes. The extent of collaboration between the talent management team and the DHRM must be clarified. The development of training modules and facilitation sessions on the processes and practices for succession planning and talent management will be critical. The content must however be developed in conjunction with line managers and DHRMs as Corporate HR cannot be the custodian of policy and be held accountable for implementation. Whitmore (2006:11) emphasises the importance of line managers understanding the processes in order to ensure success in managing talent and successors. The absence of such knowledge will result in the failure of succession plans.

5.2.7 Roles and responsibilities are not clear

The mixed methods approach confirms that line managers, staff, DHRMs and corporate HR are all involved in the implementation of the succession plan. The exact roles and responsibilities of all role players are, however, not clear. The DHRMs also confirmed that to effectively drive succession planning in the departments, capacity must be extended to empower line managers, staff and HR in managing the process effectively.

The key to the success of the succession planning process is for individual staff to step forward and commit to their focused development in line with the requirements of the key position. Also important is the role of the DHRM, who as a high level HR specialist, must be aware of all succession plans and interventions, monitor these effectively and advise and guide line management on the application of the process. The strategic role of the DHRM in linking succession and staffing strategy with business strategy should also be remembered. Bechet (2008:218) confirms that the HR business partner, or in this context DHRMs, must provide assistance to line managers in managing the succession planning process and practices. Line managers cannot do so on their own as they are not HR experts.

In terms of the qualitative research results, the DHRMs offered insight as to their experience and view on the roles and responsibilities. It was confirmed that the line managers in general offer input on interventions and have an understanding of the importance of the process and how it works. However, the final decision on the strategy to be implemented lies with senior or executive management. This disempowers the line manager who is supposed to manage

the staff in the operational context to ensure they are ready for the key position. The general concern is that the line manager does not understand the context, extent of time investment and effort required. This is mainly due to a lack of training and capacitation in order to effectively understand roles and responsibilities.

The DHRMs also confirmed that with regard to staff involvement in succession planning, it was evident that those staff members who participated in training and facilitation sessions arranged via the talent management team, are very aware of the process and their roles and responsibilities. The remainder of the staff are not engaged with and do not understand the process and their roles and responsibilities. This can prevent the effective implementation of succession planning since the staff that need to participate in the process, are not aware of the requirements and how they effectively contribute to the outcome of succession planning.

In summary, the roles and responsibilities in the talent management and succession planning processes must be confirmed and incorporated in policies, service level agreements or standard operating procedures. Whitmore (2006:11) confirms that line managers are functional specialists and cannot be expected to know everything with regard to how to execute succession discussions with staff or complete succession plans. Whitmore indicates that the HR Business Partner (DHRM) must play a key role in ensuring that line managers are capacitated and work with Corporate HR to ensure such capacity building is implemented confirming not only process but also roles and responsibilities. The DHRM must therefore also be the extension of Corporate HR in the line department to ensure the succession and talent processes are applied correctly and are carefully monitored to ensure success.

5.3 Conclusion

This chapter presented a discussion of the results in the measure of the key research questions of the study. The key results of the mixed methods research approach were discussed to offer further insight into the findings around the practices evident in the municipality. This chapter thereby ensured that the results of both the quantitative and qualitative research were combined to offer an integrated outcome. As a result, a number of issues have been highlighted that warrant attention and certain dynamic recommendations must be made in order to address these.

A main concern remains the lack of proper processes and practices in talent management; these are needed in order to give effect to an integrated talent management approach. With this not being applied successfully, the succession planning process is not effective. It is also evident that succession planning is perhaps understood in terms of its guidelines, but not

implemented and managed, resulting in inadequate practices and the resultant loss of institutional knowledge and people with scarce and critical skill sets.

The results also confirm that succession planning and talent management practices remain compliant with relevant labour law, however fairness and objectivity in the application of the processes will determine this belief.

The key to successful implementation of succession planning and relevant talent management practices should lie in the application of human resources policies. According to both the quantitative and qualitative research results, it was confirmed that the metropolitan municipality currently does not have adequate policy provision to guarantee effective practices.

A concern evident from the results is the fact that the roles and responsibilities for the succession planning process remain unclear and that both line managers and even HR staff are not capacitated to understand the succession planning process and guidelines as developed for the municipality.

The last chapter of this study will draw the research to conclusion and provide recommendations to the metropolitan municipality to improve its succession planning policy and practices and the related talent management processes.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter will draw conclusions based on the discussion of research results as per the previous chapter, and relate them to the objective of this study. Furthermore, comprehensive recommendations will be offered to the metropolitan municipality to consider in the management of its succession planning practices. This chapter concludes with the study limitations, implications and suggestions for future research, followed by the final conclusion.

6.2 Concluding remarks with respect to the objectives of this study

This section will address each research objective separately and provide the main research findings.

6.2.1 Research objective 1: To investigate why the integrated talent management framework has not been successfully applied across functional areas in the municipality in support of succession planning

1. The municipality is not managing its succession planning process and implementation is not effective.

The succession planning process was developed by corporate human resources in response to the organisation-wide need for the management of the process of knowledge transfer from retirees and the retention of critical and scarce skills. Succession planning processes are applied inconsistently across functional areas, the approach taken by line management does not conform to the requirements of the process and the process does not include some of the key requirements such as development assessments and the assessment of potential. A key element of successful succession planning is the engagement between a line manager and his/her staff. This is lacking in the process and if invested in, it is more a conversation with little substance than an engagement confirming outcomes beneficial to both manager and employee. The guidelines must therefore be re-considered and amended accordingly.

The areas of interest include the major concern that staff between age 26 – 35 are not receiving much exposure to the succession planning process and they are also not aware of developments in their functional area that is critical for them to make informed decisions. The municipality is spending money to send senior professionals and principal professionals to

management development training where they are exposed to discussions around their accountability in the succession planning process, but application is not invested in by the department. Further issues that are evident is the lack of training on the succession planning process and the integration with talent management processes, the lack of commitment from line management since they are not capacitated and see the process as a waste of time and the reality that the succession planning guidelines document has not been communicated and integrated effectively within the municipality.

The DHRMs confirm that they do not fully understand how to apply the succession planning guidelines and require the assistance of talent management to explain the application. A concern is that the reactive approach taken by most DHRMs is that succession planning processes have not been extended to all possible categories and they continue to await instructions from corporate before attempting any further activities. The DHRMs argue that they simply do not have the capacity to deal with the requirements for succession planning since they are busy with so many other HR matters at strategic and operational level.

2. Succession planning practices are generally compliant with labour legislation.

The research confirms that in general the municipality is compliant with labour legislation as per the view of the DHRMs who remind us that the local government environment by nature continuously ensures compliance. However, a number of staff members in response to the survey confirmed that they do not know if the succession practices are compliant with labour legislation. This could be due to a lack of knowledge around succession planning or because they do not understand the link to labour legislation.

It was observed that staff in the age category 26 – 35 indicated that the municipality is not compliant. Since they are not involved in the detailed application of succession planning this view is perhaps expressed due to their broader exposure to HR matters in which labour legislation is not always correctly or consistently applied. The argument could also be that they simply do not see any possible career opportunities opening for themselves in the context of the strict application of, for instance, the Employment Equity act. The African staff also view equal opportunities in the municipality as limiting, especially opportunities for advancement and thus they may view succession planning as not compliant.

A concern for the researcher is the inconsistent application of the labour legislation through incorrect advice and guidance forthcoming from corporate HR. The DHRMs expressed their concern around this and request that effective labour law training be done in line with talent management and succession planning.

3. Staff understand and can apply the components of the talent management process.

The staff confirm that they have exposure to training and development, they understand their job requirements and the workplace skills plan and are exposed to staffing strategies. However, they are not happy with the content of their job descriptions. The researcher believes that there is a gap between staff stating that they understand and can apply talent management initiatives and being able to apply them practically in the workplace. If the job description is not clear in terms of expectations of KPAs and tasks, then staff are unable to understand what they are accountable for and what they will be measured against for performance purposes. This is also required to ensure that adequate training and experience is recorded by the staff member in support of future development opportunities in which the person will be considered for leadership / management roles included in succession. An important requirement will therefore be to address the content of the job descriptions to ensure they are relevant and up-to-date.

There are anomalies among staff aged between 26 – 35 that have had no exposure to the workplace skills plan process nor have they been exposed to staffing strategy development. These staff members are mainly at senior and principal professional level and if they are continuously ignored and not included in the succession planning discussion and decisions, then the effective management of succession through the support of these individuals will be left wanting.

4. Talent management practices and processes are inadequate.

The researcher surmises from the information shared by the DHRMs that talent management processes such as IPM, PDPs, staffing strategies and retention management are implemented incorrectly / inadequately by the municipality. There is no plan behind this and the strategy to drive these processes does not exist. The key issue is that even with the processes that are in place, no training is offered to staff or management on how to apply these processes in the correct way and in a consistent manner, and then also how to engage effectively. This results in inconsistent practices and an overall lack of commitment from line management as they see these exercises as functions to be performed by HR and that they as line managers should be left alone to get on with their work and focus on service delivery to the people.

There is a missing link between the overarching integrated talent management framework and the staffing strategy – IPM – PDP – Retention connection as each have an impact at the next level along this continuum.

The researcher supports the view of the DHRM as a HR knowledge expert as they are critical to ensure the accurate application of the talent management framework. The researcher asks the following question: What exactly has been the experience of staff in general in that they reportedly understand the talent management process yet it is evident that its application is not correct? The concern is that if staff have been applying a talent management process and programme in a manner they believe to be correct, why has the municipality not rectified this to ensure a more accurate understanding of the process and perhaps a practical application of the talent management components? This can account for anomalies in development planning, inconsistency in IPM approaches, lack of staffing strategies, and no retention mechanisms instituted across all functional areas.

5. Career and succession planning processes are not understood and are inadequate.

The career and succession planning process is identified as a component of any talent management framework, strategy or process. It is evident in the research that career and succession planning is interdependent and the application thereof requires one to confirm a career planning discussion in aid of an effective succession plan, followed by the update of the career plan to give effect to succession strategies. In the municipality, the career and succession planning process has not been effectively implemented as a component of the municipality's talent management programme.

Even more so, staff and line management do not seem to understand the link between career and succession planning and how these processes link with the other components of the talent management framework. The key drivers of this process are the line managers but with no training provided. There are resultant inconsistencies in the application of the process, and the line managers will continue to apply career and succession planning in their own way. There are no clear guidelines on how to apply competency frameworks at the base of competency management, and this disempowers line managers who are not experienced or trained in HR management.

It is evident that senior and principal professionals are the least involved in the process whilst many African staff members do not see any value or benefit for them in the career development and succession planning processes.

6.2.2 Research objective 2: To determine the municipality's approach on the level of formal engagement between line managers and their staff regarding career development and training

1. Proper engagement is not evident in career development and training approaches

The process of engagement or the lack thereof, seems to be evident in all areas covered by the research. The key is that engagement must be a concerted effort of both parties in having a meaningful and constructive interaction in order for both to walk away with a sense of accomplishment and outcome. This is not realised in the municipality and staff between the ages of 36 – 45 years feel less engaged with than any other age group. This group have over 10 years of service and are the high potentials / high performers to be invested in for future leadership roles. If they are not engaged with, then the leadership and skills pipeline will start to diminish as they exit the organisation. This also seems to be a general trend across all functional areas, more specifically for the senior and principal professional officers who report an absolute lack of engagement between themselves and their line managers. This group is the entry level to the leadership pipeline and by not engaging with them, they could lose interest and exit the organisation.

The one race group that feels disengaged is the African group. They believe that they are not provided with the opportunities to engage around key matters, including succession and their career aspirations.

The DHRMs also report that line managers have indicated that they did not receive any training on the career and succession planning processes and will not be able to link it with the integrated talent management approach. The line managers do not offer commitment to the process, mainly due to lack of capacity and their priorities lie with service delivery and not HR matters.

6.2.3 Research objective 3: To clarify why the municipality's HR policies and practices prevent the effective implementation of succession planning

1. HR policies and practices are not conducive to implementing succession planning

The development of HR policies in the municipality is the responsibility of HR professionals and management who manage and own the business processes as applicable to their area of scope and responsibility. The development of the policies requires a structured format and submission to full council of the municipality for approval. The reality, however, is that the

content of these policies depicts the perspective of the HR department and does not include detailed consultation with line departments. Some of these policies also become out of date but time and effort is not invested in updating these documents. The result in many instances is that the policies and resultant practices do not align to HR initiatives initiated in the municipality e.g. strategies and interventions related to talent management, and the implementation of these initiatives is not supported by current policy guidelines.

Overall, staff confirmed that the policies and practices are not conducive to retention, training and development and retaining critical and scarce skills as per the succession planning process. The occupational category of senior and principal professionals agrees that the policies are not appropriate, mainly since the policies do not offer clear guidelines for career development processes and at the professional level staff members can easily hit a ceiling in their career and not be able to advance to the next level unless the position is vacated or in limited scenarios, advancement criteria can be established and are approved.

The DHRM's expressed concern in that there is no succession planning policy that can offer a mandated approach to the completion of the succession planning steps. The guidelines document available is not simple to understand and requires an HR expert to explain the application. The researcher is also concerned that HR does not adhere to its own policies e.g. recruitment and selection and the required generation of PDP's.

6.2.4 Research objective 4: To determine the extent of ambiguity regarding the responsibility and ownership of the implementation of succession planning in the municipality

1. Roles and responsibilities in the succession planning process are not clear.

The corporate human resources staff and executive and senior management do seem to understand their roles and responsibilities, but all other role players such as staff members, line managers and DHRMs indicate that they do not have clarity on roles and responsibilities. This is a concern as the success of the implementation of the succession planning process lies in all stakeholders understanding what they are accountable for.

The DHRMs also foresee a problem with the execution of their duties in the succession planning process since they are responsible for a number of HR tasks in a strategic and operational role and this is time consuming. They rely on the assistance of the talent management team to support them in ensuring they are able to successfully adhere to the requirements of the process. However, talent management is a small unit and do not have

the capacity to assist across the functional areas of the municipality. Serious attention must be given to offer more capacity to the DHRMs and the talent management unit.

6.3 Recommendations

The following comprehensive recommendations will be offered to the metropolitan municipality to consider in the management of its succession planning practices:

6.3.1 Recommendation 1: Development of a succession planning policy and practical guidelines

It is highly recommended that the municipality review its current succession planning process and practices and develop a succession planning policy and practical guidelines. The key to the success of any succession planning approach, will be to ensure buy-in from executive and senior management and to ensure that the process and outcomes are clear.

The policy / guidelines document should reflect:

1. Define succession planning for the organisation
2. Establish the context in terms of an integrated talent management approach with an emphasis on integration with competencies, personal development plans, IPM, career development, reward and recognition and retention management as well as confirming labour law compliance. Of interest would be skills audits since it is important to have access to staff data including their experience, skills, knowledge, training, qualifications, competencies, biographical data.
3. Establish a talent management committee to manage the succession planning process. The committee will consist of the relevant executive and senior management, the DHRM, a corporate HR representative and the relevant line managers when required. This committee system can operate at functional area and department levels.
4. Align succession planning with workforce planning.
 - a. Conduct gap analysis of workforce areas that require seamless continuity and confirm these as mission critical positions (key positions) and must include:
 - i. Retirements imminent in next one to five years
 - ii. Scarce / critical skills and critical posts
 - iii. Targeted EE positions
 - iv. Positions occupied by high performers / high potentials
 - v. Leadership roles
 - b. Continuously monitor and review the workforce plan when staff acquire a higher level of skills and expertise.

Howes, Montanaro and Anand (2015:26-27) confirm that strategic workforce planning must involve the identification of internal talent pipelines and supporting development programmes, development of career paths for internal workers, retention management, improving the employee value proposition and employer brand, movement of high performers in areas where there is a need, the redesign of work to maximise output, having access to the right talent and adjusting the business strategy to make the talent strategy feasible.

5. Implement the succession planning process

- a. Based on the criteria set out above (4 a: i – v), identify the key positions in the organisational structure. Record these in the relevant format provided.
- b. Identify the correct competencies and job requirements for the key positions, including
 - i. Organisational competencies
 - ii. Functional competencies
 - iii. Personal competencies
 - iv. Leadership competencies
 - v. Public service competencies
 - vi. KPAs, skills, experience, qualifications
- c. Identify and assess potential candidates, including
 - i. Identification of candidates by management
 - ii. Calling for expression of interest by potential candidates
 - iii. Engaging candidates to establish aspirations and willingness to participate in the succession plan, including confirmation of willingness to advance laterally or horizontally in the organisational structure
 - iv. Development assessment to understand areas of competency development at the next level
 - v. Potential assessment to determine potential to excel in their current and possible future roles
 - vi. Confirmation of candidates' personal profile including experience, qualifications, training, etc. in order to complete a person to profile match-up to understand commonalities with the key position and areas that require development to meet the requirements of the key position
 - vii. Confirmation of candidates' performance results over past two to three years
 - viii. Biographical profile of each candidate confirming age, gender, race, etc.

- ix. Confirm that the candidates for the key position are available to the municipality
- d. Confirm succession strategy
 - i. Internal strategy – longer term (two to five years before retirement) to include successor pools
 - ii. Internal strategy – short term (less than two years before retirement) to include attraction and appointment strategy
 - iii. Internal strategy – longer term (two to five years) would include successor pools for EE targeted positions, for high potentials / high performers and for critical and scarce skills
 - iv. Internal strategy – shorter term (less than two years) would include replacement pool for replacing staff for short periods of time until the position is filled
 - v. External strategy – short term to include attraction and appointment strategy
- e. Plan for internal staff learning and development (personal development plan) to meet requirements of the key position, including
 - i. Exposure to tasks relevant to the key position
 - ii. Mentor to guide, advise and manage exposure (can be the person in the key position)
 - iii. Transfer to other functions in order to be exposed to the requirements for the key position
 - iv. Training required (academic or institutional) in order to meet the requirements of the key position
 - v. Monitoring of the development plan on a six monthly basis to confirm progress towards meeting the requirements of the key position
 - vi. Providing feedback to participants in terms of development and offer encouragement in support of the participants meeting the requirements.
- f. Establish an opportunity for a knowledge repository and ensure retirees and key staff record important information, processes, systems applications, procedures to be followed, case scenarios, etc. This can be preserved for future incumbents to access when they occupy the role once vacated.
- g. Implement the appropriate strategy and evaluate the effectiveness, including
 - i. Managing the appointment of the successor
 - ii. Reviewing progress made towards the requirements of the key position

6. Implement appropriate retention strategies in support of the retention of critical and scarce skills and high performers / high potentials. These include appropriate reward and recognition mechanisms.
7. Ensure monitoring and evaluation of the policy effectiveness and application

In order to ensure the success of this policy, the organisation must determine staff and management's readiness to engage and support the succession planning process. Key to this will be a communication and change management plan to ensure the new policy document reaches all staff and the opportunity is offered to engage with the policy and guidelines and provide input. These must be dealt with by HR.

The HR department must source appropriate training on succession planning in line with the proposed succession planning process captured above. The HR staff responsible for the succession planning process should be trained and facilitate / co-facilitate the training to explain exactly what would be required to implement the succession planning process. This training must be available to all staff at senior and principal professional level upwards to the level of executive director and should be made compulsory.

The annual IPM assessment process must include a component in which both the line manager and staff member sign off on the process, confirming an engagement that includes the IPM discussion, career development and career aspirations discussions, potential evaluation of a successor and discussion around retention.

The succession planning policy document will require clear guidelines in support and these will include an explanation of how other HR policies and practices are to be applied in the succession planning process, confirmation of roles and responsibilities, training requirements, templates and clear SOP (Standard Operating Procedures) in support of the process.

In addition, the ability to achieve a level of succession management maturity will ensure confirmation of success in implementing succession planning practice in the municipality. Bersin in Deloitte (2014) offers a succession management maturity model (Figure 6.1) to assist organisations in determining the maturity of their processes. The municipality can assess the current maturity level and then determine what needs to be in place to achieve the next level. This will impact their HR strategy, and will confirm the key initiatives to invest in in order to address shortcomings or develop current areas that lack maturity.



Figure 6.1 Succession management maturity model

6.3.2 Recommendation 2: Conduct labour legislation training

The municipality must invest in securing the services of labour law experts who will be able to provide clarity around the impact of labour law on the components of the talent management framework and more specifically, the succession planning process. The training must be made compulsory for executive and senior management, line managers and for the staff that will be responsible for the implementation of talent management and succession planning. The DHRMs and HR staff in corporate HR that consult and facilitate these pieces of legislation, will require more specialised or advanced training that includes case law, application and scenario realisation.

6.3.3 Recommendation 3: Develop a revised talent management framework and a Talent Management strategy

The municipality must make every effort to review the talent management programme that was developed since 2011 and which, with a level of maturity, evolved into the 2014 talent management framework. Although staff confirm that they are familiar with and understand the components of the framework, not all have had an opportunity to experience it in practice and they cannot relate to its effectiveness in the same manner as the DHRMs can. The evidence provided confirms that the municipality's integrated talent management framework

is relevant to the industry standard, however the time and effort in embedding the component parts in a practical manner have not been invested in and a dedicated programme is needed to ensure this is implemented as soon as possible. The lack of effective talent management practices implies an ineffective succession planning process which will prevent the municipality from ensuring the retention of critical and scarce skills and the effective transfer of institutional knowledge.

It is also evident from the literature review that a talent management framework on its own is not sufficient and a clear talent management strategy and guidelines are needed to give effect to a proper talent management programme. Such a strategy need to include:

1. The purpose of talent management as integrated with other strategies of the organisation
2. Talent management should be defined and integrated with other HR processes including a clear vision, objectives, principles
3. A talent management framework or process defined in terms of the interrelationship between the component parts. Such a process should define key business activities that line managers are familiar with and are keen to implement but are not eager to engage with due to not understanding the relationship between the components.

These relationships can be summarised in the following business processes:

- a. Staffing strategy – succession planning – EE planning – attraction strategy process
 - b. IPM – PDP – competency management – development planning – WSP process
 - c. Succession planning – IPM – PDP - career development – reward and recognition - retention strategy process
4. Talent identification as a process to define talent segments and critical and scarce skills as defined in key occupational categories
 5. Talent recruitment as a drive to attract key talent through mechanisms such as targeted talent advertising, networks, professional bodies and electronic platforms such as LinkedIn
 6. Talent performance as a component of the integration and management of high performers and high potential employees
 7. Talent development as a mechanism to advance key competencies of talented staff in critical talent and leadership pipelines
 8. Talent retention needed to ensure the correct mechanisms are available to retain talent against defined areas of the employee value proposition
 9. Link to the Employee Value Proposition and management of change, leadership development, organisational culture

10. Roles and responsibilities
11. Legislative compliance
12. Monitoring and evaluation

The application of a new talent management strategy and a revised framework implies that the municipality will need to invest in appropriate communication and change management in order to ensure the success thereof. This must be linked to a training programme for all executive directors, directors, managers, and professionals as well as the DHRMs and corporate HR on the effective and correct application of the components of the talent management framework in an integrated process and through practical processes of embedding the talent practices.

6.3.4 Recommendation 4: Develop and implement a proper process of engagement as practice in the application of the talent management framework

The key to the success of the talent management process and succession planning, is engagement. The municipality must invest in an appropriate strategy that will ensure the effective engagement between line managers and their staff on the key talent areas identified in the talent process. This will include the development of an appropriate engagement approach underpinned by true on-on-one interaction in which both the line manager and the employee have equal status in ensuring meaningful conversation. Tower Perrin, a leading public relations firm, confirms that for people to be fully engaged, they must have a rational understanding of where they “fit in” with the organisation’s goals and values; have emotional attachment to the organisation and have the willingness to do more than the minimum effort required for their role.

This strategy must be linked to the organisation’s assessment of culture and values and then translated into a tangible process to be implemented for all managers to adhere to. The process will require a change management approach and to offer staff and line managers the opportunity for training on how to engage effectively in conversations during, for instance, IPM discussions and other talent management processes.

6.3.5 Recommendation 5: Review all relevant human resources policies to align with the succession planning and talent management processes

The success of the revised talent management framework, the new talent management strategy to be invested in and the succession planning guidelines and policy, is dependent on the effectiveness of current HR policies that need to offer guidance, context and practices to ensure the success of the mentioned framework, strategy and guidelines. The municipality

must make every effort therefore to review all existing policies and either update or construct new policies in support of the new thinking and application. The key is to ensure that the policies are developed in co-operation with line management and DHRMs and that the content of such policies and supporting guidelines is easy to understand. The staff, management, DHRMs and corporate HR must all receive training with regard to these amendments or new policies. This will ensure that a consistent message is carried in the interpretation thereof, the context is clearly understood and the application of the policy is correct.

6.3.6 Recommendation 6: Ensure revised talent management and succession planning processes and related human resources policies clearly capture roles and responsibilities

The success of the succession and talent management processes can be further enhanced through the development of standard operating procedures in which these programmes are broken down into key elementary components and responsibility is assigned to all role players at every stage. This offers a matrix design of responsibility and accountability to ensure no ambiguity exists as to who is responsible for what in the processes, when they have to be completed and the detail thereof. The practice of standard operating procedures is common to local government and compliments the established policies of the municipality.

6.3.7 Recommendation 7: Ensure DHRMs are fully capacitated to understand, implement and monitor succession and talent management processes

The municipality must make a concerted effort to ensure that devolved human resources managers are fully capacitated with sufficient staff to support them in the execution of their duties. The DHRMs are involved in a number of HR matters at operational, functional and strategic level and continue to play a vital role in linking line management and their department as a whole with Corporate HR. DHRMs should receive the necessary support in ensuring a more effective service for the department and to ensure that they can offer strategic direction with regard to the implementation of talent and succession management.

6.4 Study limitations, implications and suggestions for future research

The research focused on the inputs and results achieved in the application of the integrated talent management framework as experienced by a specific group of professionals, technical staff, senior supervisors and managers within the metropolitan municipality that was selected for this study. This sample group consisted of approximately 2086 permanent staff members that operate at work stations across the metropolitan area of the municipality and excluded any local government staff member not operating under the municipality's employment, e.g.

a local government staff member working for a metropolitan, district or local municipality outside the boundary of the metropolitan area of the metropolitan municipality. This study did not include temporary staff members of the municipality, any political office bearer, members of staff of municipal entities or any members of the Council Committee of the municipality in their capacity as a councillor.

The implications of the research are significant in that it produced an analysis of succession planning practices that confirmed an understanding, or lack thereof, of how to integrate the succession planning approach with key talent management initiatives. The research was conducted on a specific sample group that this process will impact, either as participant in succession planning initiatives or in using the process as a HR management tool for strategic staffing. It supplied the information needed to:

- Effectively manage and implement succession planning within the municipality;
- Develop the guidelines / process required for implementation of succession planning within the municipality;
- Refine and improve on HR practices and processes required to support succession planning; and
- Understand roles and responsibilities for the succession planning process.

The results achieved and the recommendations offer further insight into refining the application of unique succession planning models and processes in the context of an integrated talent management framework. The application of the research in a single metropolitan municipality will not limit future research as it offers a glimpse into succession practices in order to establish further alignment or comparative studies with practices across different municipalities, alignment studies with the national and local government reform initiatives in support of capacity building and professionalisation of the public service. It will also be a component of integrated human resources strategy and processes in support of local government regulatory frameworks.

6.5 Conclusion

The successful implementation of the integrated talent management approach is important when embarking on succession planning to mitigate the risk of institutional knowledge being lost or for that matter the loss of staff with critical and scarce skills who occupy key positions. The integrated talent management approach was to ensure the management, development and retention of those key people identified as successors that must be ready to occupy targeted key positions should the resource be lost due to retirement or through voluntary or involuntary exit from the municipality at any stage during the employee life cycle.

The metropolitan municipality experienced challenges with the implementation of the succession planning policy and process (Independent variable), due to the lack of effective talent management practice in order for key personnel to be identified as successors in critical and scarce skills and leadership positions (dependent variable), ultimately resulting in the loss of institutional knowledge; there is also an apparent lack of a clear understanding of the succession planning process and methodology by the line managers in the departments of the municipality; the integration of succession planning practices in an integrated talent management approach is also not evident and thus implementation was not successful. A more practical reality was that to effectively manage succession planning, career planning and performance discussions must take place annually and for this, line managers and staff must engage on these matters to establish clear plans of action. This was also not evident.

This study applied a multidisciplinary theoretical review of current literature within the fields of human resources management, public management, organisational psychology and business survey research at international and national level. The selection of only one municipality supports a case study design in that it allows for an analysis of specific circumstances and a situation as experienced with regard to succession planning in a local government municipality. The review of such practices across various sizes in local, district and metropolitan municipalities would exceed the demarcated boundaries of master's level research and offers further analysis at doctorate degree level (Mouton, 2011:5).

In support of understanding how effectively the topic of succession planning could be captured through both quantitative and qualitative research approaches, a triangulation mixed methods research approach was explored in which qualitative and quantitative research is completed at the same time with equal weighting and with the idea of bringing the results of the two types of research together to validate the research questions posed. This includes unstructured (in-depth) interviews conducted with eight Devolved Human Resources Managers (DHRMs) responsible for HR Management within the municipality's functional areas / departments who had to capture their experiences with regard to talent and succession practices in the metropolitan municipality.

A survey technique in the format of a self-administered questionnaire was also used as a quantitative research approach to draw input from a sample group. A non-probability sampling approach was followed and the questionnaire provided quantitative data to reflect the view of managerial as well as non-managerial staff. A group of 2086 staff members were identified as the target group since they are assigned the responsibility for the

implementation of the process of succession planning or manage the process in order to meet targets set in HR planning.

The quantitative data collected was analysed using suitable descriptive and inferential statistical analyses to enable recommendations to be made, taking into consideration the objectives of the research. The qualitative data was recorded through note taking and the use of a recording device that was utilised with the permission of the participants. The recording and notes were captured, specific related information that was gathered was coded and then grouped to create themes.

The quantitative data was then data integration correlated with the qualitative data. The results of the quantitative research were analysed and key factors identified for further interpretation. The results of the qualitative research were described with key themes emerging. The outcomes of both research approaches were consolidated and a linkage with the research objectives established in a tabulated format. New results emerged confirming the integration of the outcomes in the mixed method methodology. Congruent and non-congruent data across the qualitative and quantitative dimensions were identified.

The integrated research results achieved included a reality around the processes and practices in the integrated talent management framework that are inadequate and hence not successfully applied, resulting also in key succession planning processes and practices not being implemented properly. Although compliance with labour law was supported, the application in the workplace remained a question not answered. The general lack of engagement between line managers and staff on process is a key concern as it will hamper buy-in and support for succession processes. A key requirement also not adhered to was the fact that HR and management are not effectively capacitated by being trained in talent management and succession planning.

As key recommendations, the researcher highlights the need for the revision and development of a new integrated talent management framework with practical guidelines and processes in support as well as a talent management strategy; the development of a succession planning policy and guidelines; training in labour legislation and its application in talent management and succession planning; a proper process for engagement as embedded in the components of the integrated talent management framework; a review of all HR policies; the capturing of roles and responsibilities during the process of succession planning and talent management so as to eliminate ambiguity and the proper capacitation of Devolved Human Resource Managers to enable understanding, and the implementation and monitoring of succession planning in the workplace.

It is so evident that many organisations today face a ruthless and yet profound reality. The increasing instability in available skills and talent in the micro- and macro-economic environment, market competition, advances in technology and global political turbulence makes it even more difficult to attract and retain key talent desperately sought after in any competitive market. At the same time, the retention of institutional knowledge and expertise is important for sustainability and growth. It is therefore imperative that the municipality develops an appropriate talent management strategy and succession planning process that is inclusive of all who will apply and benefit from it, and that it is linked to best practice and can ensure the effective sourcing, attracting, engaging, managing, developing and retaining of key talent. The municipality should realise that the absence of these processes and systems hampers its ability to effectively render services to the community. This situation should be rectified at a time in which the future of this country must be captured in the spirit of nation building and in the vision of sustained access to key basic services for the communities of South Africa.

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APPENDIX A: SURVEY RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

AN ANALYSIS OF THE SUCCESSION PLANNING PRACTICES IN A METROPOLITAN MUNICIPALITY IN SOUTH AFRICA

INTRODUCTION

My name is Fritz Le Roes (from hereon to be referred to as the researcher). I am a registered student for the Magister Technologiae (Master's Degree) in Human Resources Management at the Cape Peninsula University of Technology. In order for me to complete my degree, I need to submit a thesis and I am required to obtain research data in relation to my research topic. I was afforded the Municipal Manager's support in this research endeavour and hence, as my research is based on the Municipality, I am requesting your assistance in the completion of this questionnaire.

My research topic, *An analysis of the succession planning practices in a Metropolitan Municipality in South Africa*, will explore the current succession planning practices in the different functional areas of the municipality, the supporting talent management practices and will then offer suggestions around the best possible way to implement succession planning processes to sustain effectiveness and efficiency in service delivery.

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

This questionnaire was forwarded to you electronically via a personal e-mail and once completed you are requested to save the document. The results will be routed to a central database only to be accessed by the researcher for the purpose of interpretation.

Your participation is much appreciated!

Kind regards

Fritz Le Roes

CONSENT

You are asked to participate in a research study conducted by Fritz Le Roes for his Master's Degree in the Faculty of Business and Management Sciences at the Cape Peninsula University of Technology.

1. PURPOSE OF THE STUDY

The main purpose of this study is to analyse the application of succession planning as a key component of the integrated talent management approach within the Metropolitan Municipality.

2. PROCEDURE

You will be required to complete a single on-line questionnaire comprising four sections:

- Section A: Biographical data
- Section B: Talent Management
- Section C: Career Planning
- Section D: Succession Planning

The questionnaire is captured on a Microsoft Sharepoint site and is conducted as a survey. The researcher has the domain rights to this survey and all participants in this survey receive temporary user rights for the purpose of this survey. Once the final survey is submitted, you will be able to see your own responses but not that of other respondents. Should you not be able to complete the survey in one sitting, then you may log off and return at a later time slot to complete the survey.

The questionnaire should be completed by selecting an answer for each question. For example:

Question:	Do not know	Strongly Agree	Agree	Disagree	Strongly Disagree
I understand the process of Talent Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The numerical value of the answer is:

Question:	Do not know	Strongly Agree	Agree	Disagree	Strongly Disagree
I understand the process of Talent Management	0	1	2	3	4

The questionnaire will be distributed to all staff between Task level 14 and 24. As a participant, you will be required to complete the questionnaire which will take approximately 20-25 minutes of your time. Once completed, the questionnaire is saved on the Sharepoint site and is returned to the researcher automatically. The participant remains anonymous in terms of further interpretation of the information shared.

3. POTENTIAL BENEFITS TO PARTICIPANTS AND THE METROPOLITAN MUNICIPALITY

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

4. CONFIDENTIALITY

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

5. PARTICIPATION AND WITHDRAWAL

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

6. IDENTIFICATION OF THE RESEARCHER

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

Fritz Le Roes (Researcher):

Tel: 082 823 2430

Email: leroes@mweb.co.za

Professor Andre Slabbert (Supervisor - CPUT): Tel: 021 460 3112

Ms Liiza Gie (Co-Supervisor – CPUT):

Tel: 021 460 9016

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

AGREE

SECTION A

BIOGRAPHICAL DATA

1. FUNCTIONAL AREA

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

2. OCCUPATIONAL CATEGORY

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

3. AGE

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

4. GENDER

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

5. RACIAL GROUP

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

6. YEARS OF SERVICE

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

7. HIGHEST EDUCATIONAL QUALIFICATION

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

SECTION B

The Municipality defines what is implied by succession planning in the context of an integrated talent management framework. It is not possible to separate succession planning from any of the other talent management processes. In gauging your exposure to the integrated talent management approach adopted by the Municipality, please select the relevant answer (radio button) that best describes your agreement with the statement. Should you be unaware or if you were not exposed to the topic, you may reflect the answer as “Do not know” unless another answer is more suited.

Number	Integrated Talent Management Framework	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
As an employee of the Municipality;						
1	I understand and am able to define what is meant by talent management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	The municipality's Integrated Talent Management Framework is known to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I understand the process followed for the application of competency frameworks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I understand how to interpret and apply competencies in the individual performance management process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	I understand how to interpret and apply competencies in personal development plans (PDP's).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	I understand how to interpret and apply competencies in the recruitment and selection practices of the Municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	The content of the recruitment and selection policy of the municipality is known to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	I am able to apply the Recruitment and Selection process of the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	I am able to manage a new employee's development in line with key development areas identified in a personal development plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	I am able to interpret and apply the municipality's individual performance management policy and practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	I know how to manage day to day on the job performance of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	I understand how to use a personal development plan to address performance / competency gaps identified during the annual individual performance management assessment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	I can utilise the personal development plan to give effect to training and development to address developmental / performance gaps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	I can assist staff and / or colleagues in guiding them in their career planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	The process for the development of staffing strategies is known to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	I participate/d in processes for the development of a staffing strategy for my department/ functional area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	The staffing strategy of the functional area / department informs my department's decisions on the filling of vacancies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	The process for the development and implementation of the Workplace Skills Plan is known to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Number	Integrated Talent Management Framework	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	I can identify and plan training and development needs in support of the Workplace Skills Plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	I understand how personal development plans inform the Workplace Skills Plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	I believe the municipality is investing sufficient time and energy in the retention of key critical and scarce skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	The municipality's HR policies and practices support the retention of talent in the organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	The municipality's HR policies and practices effectively support the opportunity for the development and training of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION C

Career planning

In the Metropolitan Municipality, career planning can be defined as the process of evaluating the possible job progress for an employee. It is based on their current job or position or their next job or position in a career path situated in an occupational category. Employees engage in career exploration, obtain information and become knowledgeable about themselves (their interests, preferences, abilities, aptitudes, competencies, etc.) and their current position and career stream and then make active plans, with assistance from their managers / the municipality, on how to achieve a match. In gauging your exposure to career planning activities in the Municipality, please select the relevant answer (radio button) that best describes your agreement with the statement. Should you be unaware or if you were not exposed to the topic, you may reflect the answer as "Do not know" unless another answer is more suited.

Number	Career planning	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	I am clear as to the qualifications, skills and knowledge required for my current position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I understand my job and I am able to recognise my areas of development in relation to the requirements of my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I am granted the opportunity to discuss my areas of development with my supervisor/manager.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I have a personal development plan that was discussed with me and a plan of action agreed upon for my training and development needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	My career goals/prospects and key areas of development and training are discussed with me at least once in a 12-month period	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	I have access to and understand all the possible career paths available to me in the municipality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	I believe that pursuing further post-matric studies through the municipality's internal bursary scheme can enhance one's career opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Number	Career planning	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
8	I receive/received on-the-job exposure and mentorship to enhance my career in the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	I believe coaching can assist staff in their career development in the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	I have access/had access to relevant internal training courses that enhance/d my skills in order to perform my job more effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	I have access/had access to relevant external training courses that enhance/d my skills in order to perform my job more effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	I am granted the opportunity to attend workshops and seminars to broaden the knowledge and skills needed for my position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	I am able to access/had access to leadership / management development training in support of my career development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	I have been afforded the opportunity to receive coaching as part of my career development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	My career path / achieving my career aspirations in the municipality, is on track.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION D:

Succession planning is a process of determining critical roles within the municipality, identifying and assessing possible successors, and providing them with the appropriate skills and experience for present and future opportunities. This also involves the process of identifying key positions that require institutional knowledge, critical or scarce skills as well as any other positions deemed important for continuity in service delivery. In gauging your exposure to the succession planning approach in the Municipality, please select the relevant answer (radio button) that best describes your agreement with the statement. Should you be unaware or if you were not exposed to the topic, you may reflect the answer as “Do not know” unless another answer is more suited.

Number	Succession planning	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
1	The job descriptions of staff in my branch/department clearly define KPAs, knowledge and skills at the required level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	The required competencies for the positions in my branch/department have been defined and linked to the positions for Individual Performance Management and Talent Management purposes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	The career paths for jobs are clearly defined in my branch/department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I understand the process followed for the practical integration of career discussions to effect succession planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	I have been exposed to the succession planning processes of the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Number	Succession planning					
		Do not know	Strongly agree	Agree	Disagree	Strongly disagree
6	I understand how the individual performance management assessment results inform decisions on succession management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	The key critical skills for my branch/department are clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	The key scarce skills for my branch/department are clearly defined.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	The age profile of the staff in different occupational categories in my department/ branch is known to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Information on staff who could retire in the next 5 – 10 years is available to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	My department / branch has identified our key positions for succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	I have implemented the necessary measures in my branch/ department to ensure transfer of knowledge/skills from the person in the key position to a designated individual/group of individuals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	The selection of the individual or group to gain expertise and knowledge from the person in the key position is based on career planning information e.g. use of a personal development plan and career discussions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	The department/branch has adequate retention measures in place to manage the possible loss of critical/scarce skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	The individual or group selected to gain expertise and knowledge from the person in the key position is formally part of a talent pool and management as such.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	The department/branch has invested in the development of a focused attraction and retention strategy for critical/scarce skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	The management in the department/branch know who their top performers are and are able to retain them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	The staff identified as top performers and who are targeted for retention are engaged with by line managers to ensure their support and commitment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	The department / branch management team are actively involved in the planning and implementation of succession management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	The department has mechanisms in place to integrate individual performance management, personal development plans, career and succession planning and staff retention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	Succession planning is deemed to be a priority at the highest level in the department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	In the current application of succession planning practices, I believe the municipality complies with the Employment Equity Act and approved City of Cape Town Employment Equity Plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	In the current application of succession planning practices, I believe the municipality complies with the Labour Relations Act when contracting with successors in terms of their rights as employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	In the current application of succession planning practices, I believe the municipality complies with the Skills Development Act when offering unique development opportunities for the selected successors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Number	Succession planning	Do not know	Strongly agree	Agree	Disagree	Strongly disagree
25	In the current application of succession planning practices, I believe the municipality complies with the Basic Conditions of Employment Act by ensuring employment rights and conditions of service of successors are not affected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	Succession planning is the responsibility of the Corporate Human Resources Department of the municipality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	The management of succession planning in the department/ functional area is the responsibility of the relevant Director / Executive Director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	All line managers in the municipality are responsible for ensuring the implementation of succession planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

THANK YOU FOR YOUR TIME IN COMPLETING THIS QUESTIONNAIRE

APPENDIX B: UNSTRUCTURED INTERVIEW GUIDE

INTERVIEW GUIDE

RESEARCH TOPIC: AN ANALYSIS OF THE SUCCESSION PLANNING PRACTICES IN A METROPOLITAN MUNICIPALITY IN SOUTH AFRICA

My name is Fritz Le Roes (from hereon to be referred to as the researcher). I am a registered student for the Magister Technologiae (Masters Degree) in Human Resources Management at the Cape Peninsula University of Technology. In order for me to complete my degree I need to submit a thesis and I am required to obtain research data in relation to my research topic. I was afforded the City Manager's support in this research endeavour and hence, as my research is based on the metropolitan municipality, I am requesting your assistance in the completion of this interview.

My research topic, *An analysis of the succession planning practices in a Metropolitan Municipality in South Africa*, will explore the current succession planning practice in different functional areas of the municipality, the supporting talent management practices and will then offer the best possible suggestions in implementing succession planning processes to sustain the municipality's effectiveness and efficiency in service delivery.

My request is to please be as open and honest as possible when responding to the questions in this interview. The data obtained from this study will assist the researcher in providing clarity on staff interpretation and the value that a proper and structured approach to succession planning would have for the municipality. If the participant is not completely open and honest, the results will not reflect reality.

CONFIDENTIALITY

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

PARTICIPATION AND WITHDRAWAL

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

RECORDING OF RESPONSES

Please note that the interview will be audio-recorded. You need to confirm if this is in order. This is purely to ensure that an adequate and detailed record exists of your exact responses for future reference by the researcher and to allow the researcher an opportunity for accurate reflection on the answers provided in this interview.

THIS INTERVIEW IS SCHEDULED TO LAST APPROXIMATELY 45 MINUTES.

IDENTIFICATION OF THE RESEARCHER

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

Fritz Le Roes (Researcher): Tel: 082 823 2430

Email: leroes@mweb.co.za

Professor Andre Slabbert (Supervisor - CPUT): Tel: 021 460 3112

Ms Liiza Gie (Co-Supervisor – CPUT): Tel: 021 460 9016

CONSENT

I _____ consent to this research study and will offer my input honestly and as openly as required. I have read and understood the content of this consent form and understand the purpose of this research interview.

Biographical information

Functional Area	
Department	
Designation	
Race	
Gender	
Age	
Length of service	
Occupational level	

Signature of respondent: _____

Date: _____

Signature of researcher: _____

Date: _____

Discussion with Devolved HR Managers

“Embedding Talent Management into Business”

- 1. Introduction and Approach
- 2. Discussion

2.1 In terms of talent management, which of these key interventions have been implemented?
To what extent would you regard these to be part of how you do business?

INDIVIDUAL PERFORMANCE MANAGEMENT

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

PERSONAL DEVELOPMENT PLANNING

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

CAREER PLANNING

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

SUCCESSION PLANNING

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

STAFFING STRATEGY

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

STAFF RETENTION

Implemented	Y	N	Embedded	Y	N
-------------	---	---	----------	---	---

2.2 What capacity do you have within your business to implement talent management?

2.3 What are your expectations / requirements from Corporate HR: Talent Management to assist in this?

3. Succession planning

3.1 Have you identified all key positions in terms of critical/scarce skills, retirees, targeted EE and high potentials/high performers?

3.2 Have fit for purpose succession interventions been identified in addressing the different succession scenarios?

3.3. What is the role of line managers in the succession planning process?

3.4 Is the management team in your department/functional area (Executive and Senior Management) aware of the succession planning process and are they effectively participating in the process including engaging with staff on career and succession discussions?

3.5 Are staff members in the departments/functional area aware of succession planning?

3.6 In your view, do the current HR Policies and practices of the municipality support the implementation and application of succession planning?

3.7 Do you believe that the approach which the municipality is following is compliant with relevant labour legislation?

End of interview

APPENDIX C: RELIABILITY ANALYSIS

Reliability

Scale: F1

Case Processing Summary

		N	%
Cases	Valid	314	61.7
	Excluded ^a	195	38.3
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.927	13

Reliability

Scale: F2

Case Processing Summary

		N	%
Cases	Valid	277	54.4
	Excluded ^a	232	45.6
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.912	8

Reliability

Scale: F3

Case Processing Summary

		N	%
Cases	Valid	425	83.5
	Excluded ^a	84	16.5
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.840	7

Reliability

Scale: F4

Case Processing Summary

		N	%
Cases	Valid	214	42.0
	Excluded ^a	295	58.0
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.905	4

Reliability

Scale: F5

Case Processing Summary

		N	%
Cases	Valid	410	80.6
	Excluded ^a	99	19.4
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.776	4

Reliability

Scale: F6

Case Processing Summary

		N	%
Cases	Valid	443	87.0
	Excluded ^a	66	13.0
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.819	2

Reliability

Scale: F7

Case Processing Summary

		N	%
Cases	Valid	456	89.6
	Excluded ^a	53	10.4
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.688	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
24. I am clear as to the qualification, skills and knowledge required for my current position.	4.87	1.606	.593	.544
25. I understand my job well and I am able to recognise my own areas of development in relation to the requirements of my job.	4.95	1.696	.567	.567
30. I believe that pursuing further post-matric studies through the municipality's internal bursary scheme can enhance one's career opportunities.	4.71	1.764	.322	.734
32. I believe coaching can assist staff in their career development in the municipality.	4.92	1.811	.447	.638

Reliability

Scale: F8

Case Processing Summary

		N	%
Cases	Valid	395	77.6
	Excluded ^a	114	22.4
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.770	3

Reliability

Scale: F9

Case Processing Summary

		N	%
Cases	Valid	448	88.0
	Excluded ^a	61	12.0
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.874	3

Reliability

Scale: F10

Case Processing Summary

		N	%
Cases	Valid	353	69.4
	Excluded ^a	156	30.6
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.770	4

Reliability

Scale: F11

Case Processing Summary

		N	%
Cases	Valid	411	80.7
	Excluded ^a	98	19.3
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.791	3

Reliability

Scale: F12

Case Processing Summary

		N	%
Cases	Valid	360	70.7
	Excluded ^a	149	29.3
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.770	3

Reliability

Scale: F13

Case Processing Summary

		N	%
Cases	Valid	376	73.9
	Excluded ^a	133	26.1
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.773	3

Reliability

Scale: F14

Case Processing Summary

		N	%
Cases	Valid	414	81.3
	Excluded ^a	95	18.7
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.902	2

Reliability

Scale: F15

Case Processing Summary

		N	%
Cases	Valid	429	84.3
	Excluded ^a	80	15.7
	Total	509	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.276	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
64. Succession planning is the responsibility of the Corporate Human Resources Department	2.04	.634	.160	.
65. The management of succession planning in the department/functional area is the responsibility of the relevant Director / Executive Director	2.83	.596	.160	.