



LEARNING NOTES

TALENT MANAGEMENT LEARNING EXCHANGE

MOSES MABHIDA STADIUM GBC 1

12– 14 JUNE 2017

CONTENTS

1. Background and Introduction
2. Objectives
3. Themes
4. Keynote address: Responsive vs. Responsible Leadership
5. Case Study in Talent Management
6. Learning Circle: Reflections
7. Enabling Excellence: Legendary Leadership
8. Human Capital Capability Maturity Profiling Outcomes & Way Forward
9. The SA HR Competency Model: TM as a key capability
10. Reflections from COGTA
11. Managing High Performance and Potential (HIPO)
12. Leadership Development Framework
13. Creating a culture of Talent Management
14. Reflections from a localised perspective
15. Generation Savvy Leadership
16. eThekweni Municipality Draft Talent Management Policy
Annexure A – Programme

ABBREVIATIONS

CEO	Chief Executive Officer
COGTA	Cooperative Governance and Traditional Affairs
DPLG	Department of Provincial and Local Government
IDP	Integrated Development Plan
HR	Human Resources
TM	Talent Management
EE	Employment Equity
EMA	Ethekweni Municipal Academy
LGSETA	Local Government Sector Education Training Authority
MM	Municipal Manager
QESEP	Qualification, Exposure, Skills, Experience and Performance
SABPP	South African Board of People Practices
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan

BACKGROUND AND INTRODUCTION

Talent Management is a critical component in the building organizational capabilities. Whilst there has been some great emphasis on the role of local government in service delivery, there has not been adequate emphasis placed on talent management as the essential input to achieving the outcomes. Although some municipalities have made significant strides in their systems of developing and nurturing workforce capabilities, challenges still remain for other municipalities on implementing effective and sustainable approaches. Alignment of talent management practices to Human Resource strategies and key organizational values, inconsistencies in the implementation, performance management tools remains a challenge. In view of some of these challenges and existing good practices on talent management, Ethekewini Municipality hosted a learning exchange to explore innovative approaches to leveraging organizational capability through Talent Management. The Learning Exchange was hosted on 12 - 14 June 2017 at Moses Mabhida Stadium.

OBJECTIVES OF THE LEARNING EXCHANGE

The key objective of the TM Learning exchange was to create a platform for sharing critical insights, lessons learnt over the years on building and sustaining organizational talent.

THEMES

The Learning Exchange was embedded on the following themes:

- Responsive vs Responsible Leadership
- Sharpening service centred talent in local government
- Competencies and Performance Management

KEYNOTE ADDRESS: RESPONSIVE VS RESPONSIBLE LEADERSHIP – LINDA CHONCO, TRANSNET

In setting the scene, her keynote address centred on the theme of exploring aspects of responsible and responsive government. Chonco immediately sparked the interest of an attentive audience who commended her introductory remarks. Ethekewini Municipality was also thanked for demonstrating leadership and initiating the dialogue session. She asserted that the response of leaders differ according to different situations. Thus, she alluded to paradigm and paradox navigators as key elements in responding to situations in the fourth industrial revolution. In unpacking the theme of responsive and responsible leadership, she identified four pertinent dimensions, namely, *People before profit agenda, Boldness and Fearlessness, Transformation*, as well as *Scientific Talent and Leadership Development*.

People before profit: This is a values-based dimension that thrives on trust and accountability. Responsible leadership draws from behaviours that are agile, resilient to change, adaptable, as well as authentic. Organisational culture is identified to be one of the most crucial aspect to any organisation, and it encourages collaboration, experimentation and intelligent risk-taking. In this context, even when faced with difficult situations, employees are motivated to tackle challenges head-on and are willing to take the extra mile. Moreover, responsive leadership exudes the “care” factor that is demonstrated on a day-to-day basis.

Boldness and fearlessness: As the fourth industrial revolution is upon us, its inherent challenges are posed and require adequate solutions. Appropriate responses to these challenges are inclusive of the optimisation of the supply chain, as well as embracing big data and technology. The dimension challenges leaders to challenge the status quo and being decisive in decision-making in rapidly changing times.

Transformation: Moving towards a model that optimally integrates women and people with disabilities is a priority and should not be approached as a compliance task. However, achieving this won't be easy as there are many challenges that need to be addressed first. One of the challenges in this regard is line management absolving the transformation task to HR. Employee retention is also a challenge that requires immediate attention. In response, Transnet has ensured that all managers have a transformation target on their scorecard. Thus, one of the crucial youth initiatives implemented is the *Silver Fox Programme*. It is a proactive initiative which seeks to capture the institutional memory of the organisation. Employees who are at the age of 58 are targeted and formally made to transfer skills to potential successors.

Scientific Talent and Leadership Development: Scientific and robust approaches to attaining appropriate solutions are required for talent management. In this regard, approximately two years ago, Transnet embarked on 360 degree talent management assessment processes. The tool offers a robust scientific measure that utilises success factors. It also makes provision for employees and line management to review leaders in an effort to eventually map out clear action plans that would enhance their leadership capabilities. Thus, the output is succession planning.

PANEL DISCUSSION: REFLECTIONS ON THE KEYNOTE ADDRESS

The panel comprised of Marius Meyer (SABPP), Fikile Tshabangu (National SALGA), and Dr Mpilo Ngubane (EMA). Thus, each of the panellists were required to reflect from the stance of their respective organisations. They were as follows:

SABPP:

On the topic of responsive vs responsible leadership, a salient aspect emerged was the manifestation of the fourth industrial revolution. Accordingly, if talent management isn't a top priority, the City would not be able to effectively deliver its mandate. Notwithstanding the radical changes in technology, business strategy, and customer profile, it is crucial to strengthen talent leadership. Moreover, what was also identified as a pertinent reflection was the importance of resilient leadership in driving talent management. There is a need to develop and empower employees and leaders to play vital roles in taking talent to new heights.

SALGA:

Transnet's decision to normalise cost-cutting measures in the era of digitisation was one of the highlights that were identified. Furthermore, the organisation's approach to integrating talent management with organisational culture was a top priority and is exemplary. An inherent mistake in the sector is to train individual people rather than considering the external environment. The way forward is to consider legislation and institutionalise talent management.

EMA:

Meanwhile, the perspective offered by EMA was slightly different. With reference made to "Reverse leadership", the view was centred on the role leadership can play in taking appropriate steps in managing talent. However, talent management cannot manifest and managed accordingly as it encounters barriers. Hence, "toxic leadership" was identified as a major barrier and was described in detail.

PANELIST COMBINED VIEW

Although the perspectives of the organisations varied, they all were in agreement that talent management doesn't receive the attention it deserves. Organisational culture was identified as one of the areas of improvement. It is important for leadership to create an enabling environment for talent to thrive. A theme that also emanated strongly from the session was succession planning. In this light, the loss of institutional memory is one of the biggest challenges that deserves top priority categorization. In addressing succession planning, it should be appreciated that competencies alone aren't adequate. Identifying derailers that hamper progress and having a good grasp of relevant policies and legislation is a starting point. However, it must be considered that the approach is not a "one size fits all".

DISCUSSION POINTS ON TALENT MANAGEMENT

Participants were given the opportunity to share their opinions regarding the topic of the day. Discussions were themed in the following manner:

Standards an audits

It was discussed that the SABPP plays a substantial role in ensuring that talent management receives the recognition it deserves and is implemented. Accordingly, South Africa is exemplary in being the first country in the world to have talent management good practices. Thus, it was emphasized that the ultimate goal is to standardize and audit these good practices.

Sanitizing the environment

Before tackling this complex task, it should be considered that the solution must be applied within context. Thus, the overall approach should be responsive to transformation and change the organisational culture. Paradigm shift and changing organizational policies would be also very instrumental in moving forward. It was also highlighted that it is crucial for systems to be responsive to the aspirations they were intended for.

Succession planning

Some of the participants shared the view that perhaps succession and grooming does have disadvantageous associated with it. In this light, issues of representivity, personal and organisation growth, as well as business continuity would be compromised in such a way that return on investment wouldn't be realised. However, another portion of the audience had contrary opinions and deem employee turnover as a healthy undertaking.

Exposure of talent pools

Some participants were of the view that complex environments aren't conducive for talent management. This often leads to frustration and as a result, performance is negatively affected. Participants were interested to get insight as to how to deflect or release talent for it to thrive elsewhere. In this light, it was discussed that certain measures should first be put in place. The creation of knowledge sharing platforms whereby inter-municipal learning would be convened was identified as one of these measures. On the other hand, information management was deemed as a challenge that hinders the progression of talent management. Accordingly, this could be addressed by conceptualizing an information portal which would serve as a central point of policies, legislation, etc.

Deployment versus Talent Management

There were general sentiments of deployment posing as a challenge faced by participants. In this regard, reference was made to the legislative processes involved in this undertaking. It was emphasised that deployment is only to be undertaken within legislative bounds and by individuals who meet the minimum requirements also prescribed in the framework. SALGA strongly endorses this process. There were also concerns of the widespread ability to discern deployment from talent management. It was conceded that the training undertaken by Councillors is insufficient to not confuse the two separate activities. In response to this, SALGA in partnership with institutions is coordinating portfolio-based induction programmes at an on-going basis. Also, efforts are concerted to improve curriculum through partnerships with academia.

Political and industrial interference

The participants had a deep-seated concern about the effects of political interference. In this light, they expressed that talent management proves to be a challenging task due to the rigid systems, and it results in a “people versus systems” norm in the workplace. Moreover, the issue of political deployment was raised as a challenge. In this light, it was emphasised that politics play an important role in the overall scheme of things but isn’t meant to detail administrative processes. Hence, deployment was intended to fill a gap there is a shortfall. However, this notion has shifted and decisive action must be taken in addressing it. Characteristics of appropriate deployment is whereby the candidates qualify and have the appropriate experience for the positions that they are deployed to.

EXPLORING THE CHALLENGES IN TALENT MANAGEMENT

DISCUSSION ON STRATEGIC CHALLENGES OF TALENT MANAGEMENT

One of the overarching challenges identified in the Talent Management field was misalignment. Thereafter, discussions on the causes, gaps, and other related factors. Discussions on the drivers of misalignment took shape in the following manner:

Lack of strategic configuration

This was referred to as a strategic human resources management paradigm that amalgamates different aspects that are pertinent to the field of talent management. What came out very strongly was that these aspects comprise of factors such as recruitment, succession planning and development, reward and recognition, performance management and retention. It is crucial for all of these factors to have a common denominator, hence the challenge is characterised by the use of various dialects in addressing them which leads to elevated misunderstandings. In this regard, integrating business systems that report real time was also identified as one of the methods to address the shortcomings.

Lack of talent management in political leadership

There is a widespread misconception that talent management is an HR process, hence the lack of support from political leadership. As it is a transformative process, there was an appeal to obtain buy-in from political principals in order to advance the field. To drive the point further, reference was made to Transnet's exemplary transformational process that started in 1994, due to its adoption by line management in all levels.

Talent Management is a not a strategic partner

The challenge of misalignment was also attributed to HR not being strategically positioned within organisations. In order to turn this around, participants alluded to the development of a clear plan led by the City Manager in the organisational strategy geared towards transformation. In this regard, a concerted effort is required to make the necessary amendments to the organogram, as strategy is informed by it. Therefore, organisational structure was identified as a crucial aspect.

Panelist Perspectives...

- Challenges are mainly attributed to **INCONSISTENCY** and a **LACK OF INTEGRATION**.
- SILO MENTALITY** and **LACK OF EXECUTION STRATEGY** are one of the biggest hindrances to talent management in South African organisations!
- In the HR space, **GOOD GOVERNANCE** and **GOOD MANAGEMENT** must emerge strongly to avert these challenges.
- This is a huge change management transformational project to move achieve desired outcomes.
- Success factors will be a by-product of live **REALTIME DATA FROM INTEGRATED SYSTEMS**
- BUY-IN** from **POLITICAL LEADERSHIP** and **TOP MANAGEMENT** is crucial!
- It is advisable for Ethekwini Municipality to consider **RETENTION CONTRACTS** for employees in order to ensure there is value added to the organisation
- Career growth can be **HORIZONTAL AND VERTICAL** (people must embrace growth in all aspects); it can be advanced by on-the-job learning through rotation assignments.
- Benefits from talent management in an organisation can be activated by means of a **CROSS-FUNCTIONAL DASHBOARD** whereby employees would be awakened to growth opportunities outside their work stations.
- Exposure should not be limited to a **PARTICULAR JURISDICTION!**
- Training and learning should be **STRATEGIZED INNOVATIVELY** ie e-learning with buy-in.

SURPRISE GUEST – MR BONGUMUSA MTHEMBU, 2017 COMRADES MARATHON WINNER

Seasoned athlete and 2017 Comrades Marathon winner, Mr Bongumusa Mthembu briefly gave his address during the event. The pleasantly surprised participants listened attentively to the champion as he reflected on his background and upbringing, eventually discussing his journey in the prestigious athletic event. While referring to himself as an “underdog”, he highlighted the perks of being one, which in some way attributed to his success. The year 2017 was eleventh attempt at the Comrades which earned him a seventh gold medal. His passion and positive outlook in life was resonant in his address and captured high spans of attention from the audience. In sharing the steps involved in preparations, he unpacked qualities of winning individuals and described them as passion, determination, punctuality, and respect. His concluding remarks urged participants to strongly encourage young people’s involvement in athletics.

OVERCOMING THE CHALLENGES IN TALENT MANAGEMENT

CASE STUDY IN TALENT MANAGEMENT – MS GUGU DLAMINI, LGSETA

Dlamini rendered an informative and dynamic address. Prior to her presentation, she made a declaration that she has a particular mindset due to her belief in God, and that South Africa is flourishing in a continent that is making strides in the global community. Dlamini took the audience through various aspects of talent management, from the perspective of the employee, to that of the organisation. She made a compelling presentation that addressed understanding talent management in the context of the current times. This notion was making reference to the current status quo of high unemployment levels, the mismatch of jobseekers and employers, as well as the changing economic structure. She highlighted the case study of the then DPLG (now COGTA) under the leadership of Minister Vally Moosa, whereby employees were passionate in their quest of making developmental Local Government to change the future of communities. The case study showcased idealistic talent management norms, such as the characteristics of purposeful teams and aligning all the talents of an organisation for a pre-determined output and destination. The second case study reflected the positioning of the self and the organisation. She made reference to Umgeni Water repositioning water, thus influencing the international water agenda. The key lessons for talent management that emerged in the case studies were self-management, leveraging individual purpose, and the inevitable nature of progress.

ACTION PLANS OF CHALLENGES: THEMES IDENTIFIED

In exploring factors that hinder talent management, participants were required to identify the predominant challenges, as well as their potential solutions in groups. They were identified as follows:

1. No clear strategy and no implementation

Solution: There is a need for a clear talent management strategy that fits into the value chain of talent management. It should also be understandable, linked to the organisational strategy, and reviewed by everyone in the organisation. Leadership needs to take ownership of the process and drive implementation.

2. Misalignment of talent management policies, procedures and processes

Solution: Research, review and realign all relevant HR policies, processes and procedures to Talent Management and customer needs in compliance with the legislative framework. It is desired that Talent Management be given equal weighting with EE. Furthermore, relevant stakeholders should be included and trained in crafting new business processes to ensure implementation of policy objectives. In addition, HR structures are to be redesigned in accordance to these new business processes. This would assist the organisation in achieving a fully integrated HR Management System. Participants also strongly emphasised retention of talent to prevent flight risks as well as the retention of key talent that do not have posts to go into.

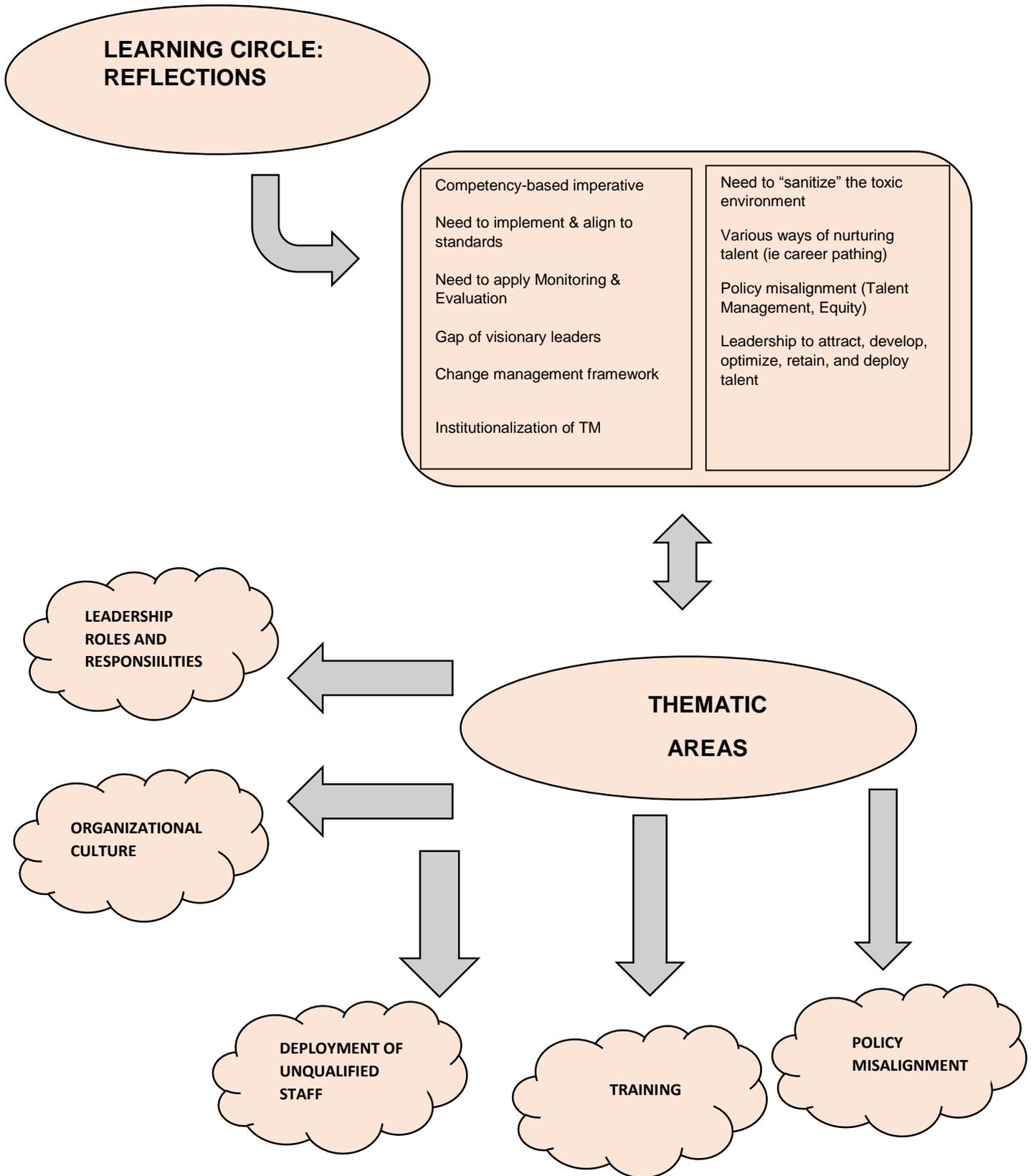
3. Lack of leadership commitment and poor organisational culture

Solution: Conducting yearly inductions with management was identified as one of the methods of addressing this challenge. During these inductions, management would be required to explain the essence of managing talent effectively and thus be signatories on the scorecard, as Talent Management is an SDBIP imperative. In this light, participants highlighted the need for transformational management and radical governance transformation. Moreover, Change Management implementation would be required in accordance with clear project management standards and methodology when educating leadership on Talent Management. This would be done in an effort to obtain their buy-in and belief on this strategic and transformational business process inclusive of TM benchmarking, determining budget estimates required for implementation, risk management, and milestones for TM implementation in a phased approach throughout the City. Furthermore, participants agreed in consensus that engaging in training and capacity building of leaders, ensuring a two-way engagement and commitment from both management and employees would be instrumental

in facilitating change. Also, key milestones were proposed to be celebrated throughout the implementation process. There was a strong sentiment that successes and challenges should be evaluated in the achievement of the short, mid, and long term deliverables.

4. Deployment of unqualified staff and political interference

Solution: Ongoing education, training and employee/management assistance to obtain professional registrations was identified as an approach to this challenge. It was strongly emphasised that this would ensure that tasks would be performed competently in the various respective jobs. Strong emphasis was placed on ring-fencing scarce and critical skill positions. It was also suggested that benchmarking would be required and should be qualitatively standardised. In ensuring the smooth facilitation of deployment, COGTA was identified as the suitable body that would play this crucial role.



ENABLING EXCELLENCE: LEGENDARY LEADERSHIP - MR BUYANI ZWANE

Thought leader, inspirational speaker, educator and leadership development facilitator enthused the participants with his highly energetic address on talent management. From his participative and energetic walkabout style of presentation, a few themes emerged. In sharing the features of talent management, he made a compelling argument that employers (or management) should (i) love their colleagues, (ii) equip them, and (iii) carry out alignment to the workplace. What was interesting to note was the emphasis he made around the need to scout, select, develop, recognise, reward, and release talent. Consequently, the aspect of releasing talent struck a chord with the audience, as this is predominantly the grey area in the talent management discourse. The dynamic presentation also drew strong linkages between leadership and vision. In this light, the case of Ethekewini Municipality was contextualized, making reference to the Vision that must be realised by 2030. Hence, advancing talent management was identified as one of the carriers to making the City's vision a reality in thirteen years. It was also brought to the audience's attention the dynamics of the workforce, particularly the four generations constituting the staff compliment of workplaces. The four generations were thus categorically ranked and elaborated on. The importance on touching on this subject centred on the imminent forth industrial revolution and the implications it would have on not only the organisation as a whole, in terms of paradigm shift and organisational culture, but also on the employees as individual players in the spectrum. On the whole, success factors of talent management were attributed to the alignment of work to the organisation's vision, mission, and purpose; inclusion; following trends; anchoring talent in organisational culture; paradigm shift; encouraging creativity; trusted leadership; and committed employees.

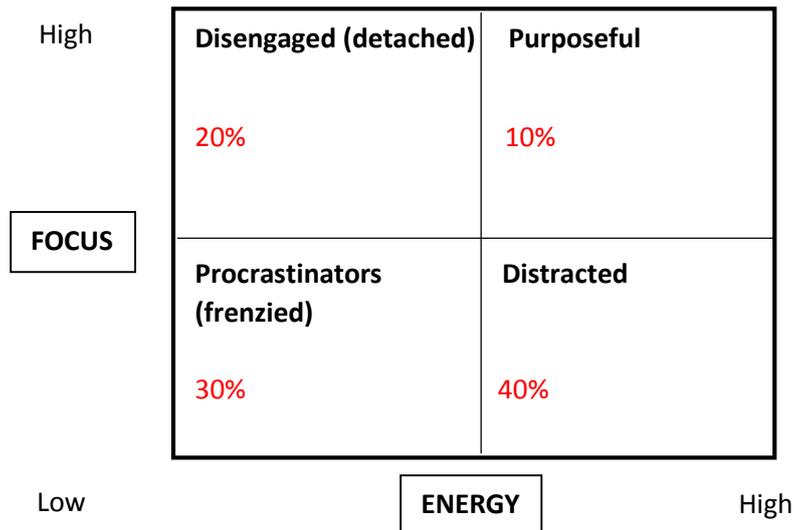
DISCUSSION POINTS ON THE PRESENTATION

Releasing Talent...the alternatives

In appreciating the notion of releasing talent to allow it to thrive elsewhere, participants raised concerns over the options available when embarking on this process, as it is generally treated as a taboo subject. In this regard, the role of leadership in the context of talent management was highlighted as it being a choice, communicating to employees of their worth, as well as speaking to them of their potential. Hence, reference was made to the first three letters of potential (POT) and was linked to the container used for cooking (gradually adding ingredients when cooking) and to "potency" (ingredient for expanding dough). This analogy was used to emphasize the point of helping individuals with realising their worth and explore other options or the creation of a space for them to thrive.

Dealing with complacency

It was raised that the organisation has scores of employees who are disengaged to their work. In this light, a study that found energy and focus as key ingredients to yield success was mentioned. Thereafter, another study conducted three years ago in Gauteng Local Government was cited and categorised the types of people in the workplace. The results were discussed using the below illustration:



There was much discussion on the characteristics of each categorization. Strategies of integrating the other categories into the “purposeful” rank were explored, as it is a driver of focus-driven productivity.

The four generations in the workplace

An interesting and informative discussion on the four generations ensued. The “silent generation” came into existence around the times of the world war and reproduced “baby boomers”. Generation one, otherwise known as the “x-generation”, were said to be currently at an age whereby retirement preparations are underway. They were also described as people who grew up at a time of scarce resources, which is an attribute to their visionary outlook in life. They gave birth to what was referred to as the “y-generation” or the “millenials”. They were born in a technologically advanced era and were brought up by helpers, as their parents spend the majority of their time at work. They were also described as the generation that is constantly seeking opportunities for collaboration.

HUMAN CAPABILITY MATURITY PROFILING OUTCOMES AND WAY FORWARD – MS. FIKILE TSHABANGU, SALGA

In her informative presentation, SALGA Director of Municipal HR Support, Ms Fikile Tshabangu shared a perspective on the outcomes that emanated from the profiling of human capital carried out in municipalities. The process was said to have been initiated in 2008, following SALGA's collaboration with Local Government on strategy. The process was driven by the need to address the shortcomings that exists within the HR space. Some of these shortcomings were discussed as appointment of staff with inadequate qualifications and experience, low staff morale, inappropriate political interventions in the work of officials, malpractice and corruption, and non-compliance. The audience was thereafter taken through the various steps taken and detailed approaches taken to attain the overarching goal of creating a conducive environment to deliver a multidisciplinary and onsite support to municipalities. Ultimately, the SALGA-COGTA partnership was the cornerstone in driving the series of interventions carried out in pursuit of developing a framework that would not only advance towards improved human capital, but to also assist municipalities in transforming their transactional HR departments. The outcomes of the state of municipal human capital management were thus discussed at length, while also discussing the attributes to success and failures. The presentation also showcased the Talent Management Framework as well as the burning and emerging issues related to it. As the presentation drew to a close, the participants were taken through the programme model embarked on which is aligned with Back-to-basics government approach.

THE SA HR COMPETENCY MODEL: TM AS A KEY CAPABILITY – MR MARIUS MEYER, SABPP

Meyer gave an insightful presentation which centred on the key areas of HR practices that are aligned with standards. His opening remarks highlighted the importance of first ensuring that HR talent is in order prior to embarking on addressing talent management. In this regard, he highlighted the need for the HR sector to hire professionals who are passionate about their line of work in order to improve it. Delving into the role of HR, Mr Meyer made an assertion that this complex and multidimensional profession is often misunderstood and there was a call to shift these perceptions, which would ultimately improve talent management. The presentation also alluded to SABPP's HR Voice Strategy 2016 – 2018, whereby HR strategy and competency were not only emphasised as fundamental areas, but also as two sides of the same coin. Against this background, the audience was taken through the South African HR Competency model, which outlines five HR capabilities, with strategy being prioritised. Hence, there was a call to align HR and Talent Management with strategy and the IDP. In summary, the central theme that emerged out of the discussion was the interdependent nature of the relationship between standards and compliance. To further drive his point, Mr Meyer outlined the definition of Talent Management capability and aligned it with the various competency outputs, which were proposed to be incorporated into the Talent Strategy as

success factors. The presentation also showcased the National HR Professional Practice standards, which were developed in 2004. These standards were developed by SABPP and interestingly a handful of them directly addresses Talent Management. Ultimately the talent management standard according to SABPP speaks to an organisational strategy directed to attracting, deploying, developing, retaining, and optimising talent. What was also interesting to note was that these standards garnered local support from a number of Universities, Municipalities, as well as international interest. Accordingly, the audience was pleased to be informed that the development of ISO standards are currently underway in Switzerland. Concluding remarks were inclusive of a reflection on the audits undertaken and its effects on South African people.

REFLECTIONS FROM COGTA: THE IMPACT OF NORMS AND STANDARDS ON TALENT MANAGEMENT – MS NAKEDI MONYALA, DCOG

Monyala's presentation outlined the journey travelled in setting HR standards. Against this background, an account of all relevant legislation such as the Constitution and the Municipal Systems Act, as well as the policy context was rendered. In accordance to legislation, a two-pronged approach was adopted in order to establishing norms and standards, which addressed senior management and all staff below management. The audience was also taken through the regulations, organised into seven chapters. They were formulated with the overall aim to create a public administration centred on efficiency, effectiveness and transparency, and all other related objectives. The presentation also made reference to the highly sensitive issue of deployment. It was brought to the audience's attention that the term is no longer featured in legislative prescripts, in an effort to root out individuals who were employed but did not fulfil the minimum requirements. In this light, participants were encouraged to make positive contributions in taking talent management to new heights. The presentation thereafter touched on six competency sets that contribute to performance, which were outlined as (i) knowledge, experience, and qualifications, (ii) professional competencies, (iii) personal competencies, (iv) public service orientation, (v) management or leadership orientation, and (vi) administration. As a way forward, the presentation outlined a few propositions to shift talent management. It suggested promulgation and roll-out of regulations; the undertaking of a skills audit; the provision of training and development programmes; as well as the assessment of competencies.

DISCUSSION AND QUESTIONS ON TALENT MANEGEMENT

- 1. Who is the custodian of Talent Management between HR and line management?**
 - Top management reports to Provincial leadership. HR guides and leadership plays a certain role. Leadership. We mustn't have situations when line management sits on panels where they did not receive any interview skills training. There is a need for a clear competency framework.
- 2. Is there a case study of a City that has implemented TM successfully? Notwithstanding that our City is characterised by political dynamics.**
 - Context plays a role to a certain extent. Practice applies across the board ie TM was developed in New York but was even implemented in Lusikisiki.
- 3. Is it possible to links TM with benefits?**
 - TM can be rewarded in different ways other than financially, as it may become problematic.
- 4. What is the basis of the Minister allowing MMs who don't qualify? Can SALGA and COGTA do away with that section as it compromises professionalism?**
 - It was a journey whereby previously there were no set norms and standards. Deployment contracts were allowed to lapse. The Systems Act was amended in 2011 to make prospective individuals meet the minimum requirements. In January 2014 the Minister prescribed experience, skills and qualifications as the minimum requirements. Those that did not meet the requirements were annulled.

VALUE CHAIN OF TALENT MANAGEMENT

MANAGING TALENT MANAGEMENT THROUGH CAREER PATHING – MS CHRISTINA MAUNYE, CITY OF JOBURG

Maunye was positively embraced by participants through evident smiles. Her refreshing and thought-provoking presentation first looked at cross-cutting paradigms that are at play in the City. She demonstrated that these issues are the major hindrances that stand in the way of achieving career pathing. In this regard, references were made to employees prematurely and rapidly promoted to management level, job descriptions being done outside job analysis, low staff turnover, talent being viewed as a threat, amongst a number of other paradigms. Against this background, Maunye attributed the existence of these challenges to the lack of effective policies that promote career pathing and development aimed to develop and retain skills. Thereafter, she posed various interesting questions at sector level that speak to reviving talent management, career pathing, succession planning, and all other mechanisms in line

with the subject. The presentation also examined the fundamental principles, with special emphasis on the need for robust performance management systems. Her honest and frank assertions resonated with the audience and sparked interest. As a way forward, the Eagle Analogy, a multi-career pathing system called the QESEP, and a high-level plan were all discussed as propositions that were identified to assist in addressing talent management effectively.

MANAGING HIGH PERFORMANCE AND POTENTIAL (HIPO) – UMGENI WATER

Mxolisi Ngcobo and Nokuphiwa Mkhize offered the organisation's perspectives on managing high performance and potential. The presentation briefly showcased the organisation's background and divisional structure. An assertion was made of employees with high potential being future leaders of Umgeni. Aspiration, ability, and engagement were pointed out as the characteristics of high potential employees. The presentation also explored and highlighted the various way of engaging these identified individuals to ensure that they are continuously motivated to work towards a senior position in the company. Accordingly, strategies such as succession, mentoring, and coaching, as well as performance, alignment to strategy and remuneration were discussed at length to demonstrate the work of the organisation in integrating talent management into its daily operations. The audience was also taken through the various employee skills development and current talent management initiatives undertaken by Umgeni. Throughout the interactive presentation, the audience was highly engaged with the content as the organisation has undertaken a number of substantial steps in the right direction where talent management is concerned.

LEADERSHIP DEVELOPMENT FRAMEWORK – DR MPIOLO NGUBANE, EMA

Ngubane's presentation centred on the City's Leadership Development Framework. He drew strong linkages between Leadership and talent management, placing special emphasis on their intertwined relationship. The presentation unpacked the three levels of leadership into political, administrative and union, whereby the need to address them equally was highlighted. Furthermore, what was interesting to note was the proclamation about leadership not about being a position, but is a role. In an effort to contextualise the presentation, objectives and scope of the framework were discussed. Against this background, participants were taken through the idealistic models leadership and organisational culture, as well as healthy organisational culture. Interestingly, the "toxic leadership" point of discussion sparked mixed reactions of the audience, as elements such as lack of empathy, sensitivity to criticism, and a distaste for mentoring were pointed out. The framework also consists of leadership focus areas and the development process involved. A concluding view of the presentation was a systematic approach to talent management, as there was an appeal made to establish indicators, attract, recruit, spot and nurture talent.

MORE DISCUSSIONS...

1. Is there a platform available to engage leaders?

- The conversations must be honest. Talent Management plays a crucial role in developing the leader.

2. How is the talent of millennials captured and harvested? Considering their fast-paced outlook in life.

- Millennials are expensive to retain. It is important to note that value chain starts at the beginning. They are a technologically inclined generation and there are financial implications to addressing their needs. However, employers can resort to nonfinancial rewards such as sending them to conferences overseas, offer prestigious gym memberships, and ipads to keep them energised. Therefore, government is to embark on innovative strategies and attain a paradigm shift in transforming the organisational culture.

3. Local Government is entangled in complexity. What are the steps to be taken in moulding a bold and ethical leader?

- This is rather a challenging task. The correct starting point is encouraging executives to sanitise their environments.

4. Training and development should be a symbiotic relationship. What is expected from employees?

- Employees are public servants who are mandated to serve the community.

CREATING A PLATFORM FOR FUTURE TALENT MANAGEMENT ENGAGEMENT – MR VIKANI FUNDA, UKZN

Funda rendered an insightful presentation that gravitated towards an academic and pragmatic approach. The introductory remarks of the presentation highlighted talent management's ability to recognise strengths and accommodating them. Furthermore, the term was also dissected in the contemporary and the organisational context. The importance of talent management was outlined as aligning individual talents with organisational needs, which brings about a win-win situation for both parties. There was also much discussion on analysis of trends and cutting edge research in understanding and managing talent. In this regard, it was interesting to note that the presentation challenged the current status quo of organisational culture, by suggesting "remote working". The options offered under this notion were compressed workweeks, full-time telecommuting, part-time telecommuting, and freelance or contract work. Beyond that, the presentation outlined some considerations that are pertinent in talent management. They were described as employers equipping themselves with relevant technological knowledge, making the time to their employees, and revisiting the organisation's talent plan. Moreover, concluding thoughts on the topic were communicated to the audience.

BUILDING THE CULTURE OF THE INTEGRATED TALENT MANAGEMENT VALUE CHAIN IN THE ERA OF THE 4TH INDUSTRIAL REVOLUTION – MR SITHEMBISO KUBHEKA, KWADUKUZA MUNICIPALITY

Kubheka rendered reflections from a localised perspective. The presentation pronounced the challenges faced by the public sector and local government in the integration, implementation and monitoring and evaluating strategic plans for talent management. In this light, various success elements and approaches to address these challenges were explored. The presentation also looked at cross-cutting themes pertinent to the topic of integrated talent management, especially exploring the impacts of the forth industrial revolution on HR. The audience listened attentively as Mr Kubheka slammed the conventional approach to organisational culture that is currently adopted in municipalities. Emanating from this point, he made a compelling argument which described a proposed approach. An appeal was made to the audience to develop customised and integrated management approaches that would take into cognizance the socio-economical and geo-political landscape in South Africa. However, given all the positives that digitisation offers, its disadvantages were not ruled out. It was also interesting to note that the presentation alluded to the popular term of “radical economic transformation”, which is confronted by its own set of challenges such as lack of innovation. The interesting and informative presentation in its conclusion offered a wide variety of solutions aimed at specific organisations.

GENERATION SAVVY LEADERSHIP – DUMISILE NENE, CORPORATE HUMAN RESOURCES

The central theme that emerged from her address was the characteristics of true leaders. Nene engaged with the audience on the importance of leaders taking time away to reflect and introspect. To emphasise the point, references were made to Inkosi uShaka Zulu and his leadership traits and strategies. The characteristics of leaders were described as resilience, emotional intelligence, strong interpersonal skills, and being grounded enough to understand appropriate action. Against this background, she advised participants to adopt the *SEEDS* (Sleep, Educate, Exercise, Diet, and Socialize) approach.

ETHEKWINI MUNICIPALITY DRAFT TALENT MANAGEMENT POLICY – MS ASHLESHA SINGH

Singh’s presentation shared the City’s perspective on the subject, through the draft policy. The presentation alluded to the contents of the policy, detailing the policy framework, benefits of talent management, value added to talent management processes, as well as the monitoring and evaluation mechanisms. The presentation touched on all relevant themes related to the topic and they were discussed in detail.

TALENT SEGMENT – SURPRISE PERFORMANCE FROM LOCAL TALENT

Ngubane, a talented Poet and Vocalist graced the participants with a moving poem preceded by a song. The rendition captured the audience's attention as the talented young lady reached out to their souls.

WRAP UP AND WAY FORWARD

Following robust and critical engagements, participants revised the main themes of the discussions. They used them to identify areas that need more attention and devised strategies to move forward. Therefore, in this regard, the below strategic recommendations were resolved in consensus:

1. Hosting local Learning exchanges in respective places to raise awareness. The maturity model must be applied thereafter as a tool.
2. HR must sort out all internal processes.
3. The revision of Talent Management strategy and policy review must take place.
4. Lobby for executive involvement in championing talent management.
5. TM needs to be positioned strategically in the City Manager's Office, as there is a need for central coordination. Furthermore, it should form as part of the key performance areas.
6. As a mechanism to attract retain talent, SALGA must be engaged regarding total packages.

ANNEXURES – ANNEXURE A

DAY ONE	MONDAY 12 JUNE 2017			
07:45 – 08:30	ARRIVAL, REGISTRATION: TEA AND COFFEE			
SESSION ONE	OFFICIAL OPENING, WELCOME and SETTING THE CONTEXT			
08:30 - 08:45	Opening Remarks and Welcome Remarks	Sipho Nzuza	City Manager	eThekwini Municipality
08:45 - 09:00	Message of Support	Philemon Mashoko	Deputy City Manager: Trading Services	eThekwini Municipality
09:00 - 09:30	Keynote Address: Responsive vs. Responsible Leadership	Linda Chonco	Senior Manager: Talent Management	Transnet
09:30 - 10:30	PANEL DISCUSSION: REFLECTIONS ON THE KEYNOTE ADDRESS			
09:30 - 10:30	Philemon Mashoko	Deputy City Manager	Trading Services	
	Dr. Mpilo Ngubane	Head	eThekwini Municipal Academy	
	Gugu Sithole	Chief Executive Officer	LGSETA	
	Marius Meyer	Chief Executive Officer	SABPP	
	Fikile Tshabangu	Director: HR Support	SALGA	
10:30 – 10:45	TEA AND COFFEE BREAK			
SESSION 2	EXPLORING THE CHALLENGES IN TALENT MANAGEMENT			
10:45 - 11:15	Table Discussion	Dr. Sogen Moodley	MILE	eThekwini Municipality
11:15 - 12:15	Feedback on challenges	Groups	ALL	ALL
12:15 - 12:45	Plenary Discussions	Facilitator	ALL	ALL
12:45 - 13:00	Reflections from the Panel Members	Panelists	TBC	TBC
13:00 - 13:45	LUNCH AND NETWORKING			
SESSION 3	OVERCOMING THE CHALLENGES IN TALENT MANAGEMENT			
13:45 - 14:15	Case Study in Talent Management	Gugu Dlamini	Chief Executive Officer	LGSETA
14:15 - 15:00	World Café	Facilitator	ALL	ALL
15:00 – 15:15	Strategic Movements	Khanyi and Nduduzo	Talent Management Office	eThekwini Municipality
END OF DAY ONE OF THE LEARNING EXCHANGE				

TALENT MANAGEMENT LEARNING EXCHANGE

DAY TWO		TUESDAY 13 JUNE 2017			
07:45 – 08:30		ARRIVAL, REGISTRATION, TEA AND COFFEE			
08:30 – 08:45		Lessons learnt from Day 1	Facilitator	TBC	TBC
SESSION 4		TOWARDS A COMMON TALENT MANAGEMENT VISION			
09:00 – 09:30		Guest Speaker Address	Buyani Zwane	Expert	GIBS
09:30 – 10:00		Sharpening Service Centred Talent	Philemon Mashoko	DCM: Trading Services	eThekwini Municipality
10:00 – 10:30		Questions and Discussion	Facilitator	ALL	ALL
10:30 – 10:45		TEA AND COFFEE BREAK			
10:45 – 11:15		Human Capital Capability Maturity Profiling Outcomes & Way Forward	Fikile Tshabangu	Director: Municipal HR Support	SALGA
11:15 – 12:20		The SA HR Competency Model: TM as a key capability	Marius Meyer	Chief Executive Officer	SABPP
12:20 – 13:00		Reflections from COGTA	Jackey Maepa	Executive Manager: HR	DCOG
13:00 – 13:45		LUNCH			
13:45 – 14:30		Group Feedback	Facilitator	ALL	ALL
SESSION 5		VALUE CHAIN OF TALENT MANAGEMENT			
14:30 – 15:00		Managing High Performance and Potential (HIPO)	Mxolisi Ngcobo	Talent Management Planner	Umgeni Water
			Nokuphiwa Mkhize	Skills Development Facilitator	
15:00 – 15:15		Leadership Development Framework	Dr. Mpilo Ngubane	Head of EMA	eThekwini Municipality
15:15 – 15:45		Discussion and Lessons learnt	Facilitator	ALL	ALL
		END OF DAY 2			

DAY THREE		WEDNESDAY 12 JUNE 2017			
07:45 – 08:30		ARRIVAL, REGISTRATION, TEA AND COFFEE			
08:30 – 08:45		Lessons learnt from Day 2	Facilitator	ALL	ALL
08:45 – 09:00		Recap of Challenges, Vision and Solutions	Facilitator	ALL	ALL
SESSION 6		CREATING A PLATFORM FOR FUTURE TALENT MANAGEMENT ENGAGEMENT			
09:00 – 09:15		Creating a culture of Talent Management	Vikani Funda	Specialist	UKZN
09:15 – 09:30		Clarity & Discussion	Facilitator	ALL	ALL
09:30 – 09:45		Generation Savvy Leadership	Dumisile Nene	DCM: CHR	eThekwini Municipality
09:45 – 10:15		Reflections from a localised perspective	Sithembiso Kubheka	Director: Corporate Services	KwaDukuza Municipality
10:15 – 10:30		Plenary and Discussion	All	ALL	ALL
10:30 – 10:45		TEA AND COFFEE BREAK			
SESSION 7		DEVELOPING THE ACTION PLAN FOR IMPROVED TALENT MANAGEMENT			
10:45 – 11:00		eThekwini Municipality Draft Talent Management Policy	Ashlesha Singh	Talent Management Office	eThekwini Municipality
11:00 – 11:15		Discussion: Mobilising stakeholders for Talent Management	Facilitator	ALL Groups	ALL
11:15 – 12:15		Action Plan: Group Presentations	Lomave Mthembu	Talent Management Office	eThekwini Municipality
12:15 – 12:30		Evaluation & Vote of Thanks & Closure			
12:30 – 13:15		LUNCH			
13:15 – 15:45		SITE VISIT FOR DELEGATES BY DURBAN TOURISM			
		END OF TALENT MANAGEMENT LEARNING EXCHANGE			