



MANAGERS PERCEPTION OF TALENT MANAGEMENT AT THE DURBAN  
METROPOLITAN POLICE SERVICE UNIT

By

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A dissertation submitted in partial /fulfilment of the requirements for the degree of Master of  
Commerce in Management  
College of Law and Management Studies  
School of Management, Information Technology and Governance

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2018

## DECLARATION

I herewith declare that this dissertation is my own work towards the UKZN Research and any secondary research material that has been used was reviewed as a print source or electronic source from the internet and due acknowledgment has been made in the text

All sources are appropriate and referenced using the required Harvard way of referencing and can be found at the end of this document. I am aware that plagiarism is the use of another person's words, ideas and work without appropriate and specific acknowledgement.

A handwritten signature in black ink, appearing to read 'W. F. Zama', enclosed within a hand-drawn oval border.

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## **DEDICATION**

I humbly dedicate this work to my late mother and father Catherine Thokozile and Cleopas Zwelibanzi Zama. Thank you, mama and thanks daddy for believing in me I will always love you even in absentia.

To the rest of my family thank you for inspiring me and being patient with me. To my baby Amile thank you for understanding when I was away from home even though I was taking away the time that I should have spent with you.

## **ACKNOWLEDGEMENTS**

I would first like to thank God, the Almighty for being my shepherd throughout this journey.

I would also like to express my gratitude to my Supervisor, Mr Alec Bozas who has been with me from the start to finish on this journey and whom without his support and input, this work would not have been completed.

I would also like to sincerely thank the UKZN Post Graduate and Masters Administrative staff for their understanding when I needed advice.

To my peers from UKZN Thami Mbonambi, Sli Ndlovu, Zami Mtolo and all my fellow Masters students, thank you guys for all your resilience and support that kept me going. Thank you so much, may God bless you. I am grateful to have been part of this journey.

I would also like to acknowledge and thank all the Durban Metro Police Staff that participated in the study and I would also like to thank the senior management of eThekweni Municipality for their support.

## ABSTRACT

The municipalities in South Africa are tasked with providing service delivery to the communities that they service. From time to time the country is inundated with service delivery protests from the communities due to poor service delivery or lack of service delivery. Previous studies conducted have revealed that the inability of the municipalities to attract and retain talented employees remains a challenge, yet talent management is hardly a strategic priority in most municipalities. Studies have also revealed that the lack of talented employees is the key restraint on service capacity and has the potential to affect the customer service.

Durban Metropolitan Police Service Unit is one of the departments within eThekweni Municipality which in the recent past has lost many skilled and talented staff because of retirements, deaths, resignations and dismissals. Further to this, the department has suffered a bad image due to challenges associated with poor leadership and management of the department and high-profile managers being cited in the media for less than perfect service.

This qualitative research data was collected from the interviews and was analysed using thematic analysis with different themes emerging. The study revealed many challenges facing talent management at Durban Metropolitan Police Service Unit. The results revealed that managers at Durban Metropolitan Police Service do not have a framework to use for the implementation of talent management. The talent identification processes, assessments, talent development and retention processes at the Durban Metropolitan Police Service did not follow any framework and were not driven by any business needs of the organisation. The findings support the assumption developed for this study that poor talent management practices in local government contribute to the eThekweni Municipality not being able to attract and retain talented employees. This has the potential risk of poor performance for the organisation.

Managers at Durban Metropolitan Police Service and other departments within the eThekweni Municipality can use the findings of this research to ensure that they have proper talent management processes in place to the benefit of the organisation.

**Key Words:** *retention, staff turnover, succession planning, talent, talent assessment, talent development, talent identification.*

## GLOSSARY OF TERMS

- **Durban Metro Police** – Durban Metropolitan Police Service
- **Retention-** Management refers to a collection of human resources processes developed to reduce voluntary turnover rates (De Vos and Meganck, 2009).
- **Staff Turnover** - The rate at which workers leave an organisation, Lussier (2002); The permanent departure of an employee from the employing organisation (George and Jones, 2005).
- **Succession Planning** - Succession planning or succession management is the process of ensuring that there is a suitable supply for current and future key jobs successors, so that the careers of individuals can be managed to optimise the organisation's needs and the individual's aspiration (Huang, 2001).
- **Talent:** - An individual's skills, abilities and what the person can do or contributing to the organisation (Silzer and Dowell, 2010).
- **Talent Assessment:** The process of conducting assessments to identify talents which are built on the organisations' strategic competences. (Silzer and Dowell, 2010)
- **Talent Development** – Talent development is a process of planning, selection and implementation of development strategies for the entire talent pool to ensure that the organisation has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organisational talent management processes. (Garavan, Carbery and Rock, 2011).
- **Talent Identification-** The process of ensuring that there is sufficient internal pipeline for the short and long-term talent needs of the organisation by identification and classification of strategic jobs of the organisation. (Boudreau and Ramstad, 2005).

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# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND TO THE RESEARCH**

### **1.1 Introduction**

This chapter presents the background and introduction to the study. It starts by presenting the background to the study research problem that the study sought to address at Durban Metropolitan Police Service. This is followed by the research problem, the significance of the study, research questions and research objectives which address the research problem based on the theoretical framework. The chapter also presents the limitations of the study, key concepts, an outline of the chapters, and summary of the chapter.

### **1.2 Background to the Study**

According to the study conducted by Barkhuizen (2014) it was found that local government in South Africa faces serious challenges in delivering services to the communities, a challenge which is attributed to lack of talent management systems that can attract and retain key talent. The study also found that despite all the challenges facing local government, talent management does not get the priority it deserves because councils barely make talent management a strategic or operational priority. To promote talent management, the eThekweni Municipality Talent Management Strategy (2010) emphasizes the need for all the departments within the municipality to embrace the talent mindset through talent management practices in order for the municipality to be able to attract and retain talent.

According to Silzer and Dowell (2010) the talent management processes utilized in an organization should be integrated with each other and be part of the business strategy in order to be effective and achieve the desired results. Silzer and Dowel (2010) identified four generic processes of talent management in the form of talent identification, assessment, development, and retention as the basis for the effective talent management process. These four generic processes should reinforce one another and be aligned to the business strategy of the organization to promote a culture of talent management stewardship within an organization. This study will focus on understanding the manager's perceptions of talent management relative to the Integrated Talent Management Model identified by Silzer and Dowell (2010) .

The eThekweni Municipality has a mandate to provide public service delivery to the community within the area of its jurisdiction. The vision of the municipality is outlined in the strategic plan

document for the municipality called the eThekweni Municipality Integrated Development Plan which is normally referred to as the IDP. The eight-point plan with eight strategic priority areas identified in the Integrated Development Plan provides a guide on the mandate of each department within the municipality regarding the numerous services provided to the community.

The strategic priority area for Durban Metropolitan Police Service is to provide a socially equitable environment by creating and promoting a safe, healthy and secure environment through traffic management, crime prevention and by-law enforcement. The Durban Metropolitan Police Service performance areas are outlined under the fifth strategic priority area of the IDP document which is the municipality strategic plan.

The findings from the two annual reports dating from 2012 to 2014 reflect a slow progress in the implementation of talent management strategy despite the municipality having approved the talent management strategy plan. The slow progress in talent management was identified as one of the challenges for the municipality; hence the municipality has given the directive to all its departments to embrace a talent mindset. The eThekweni Municipality Annual Report (2012/13) reflects on the municipality's inability to attract, develop, motivate and retain critical mass of staff with the required skills and competencies which poses a risk to the municipality. The 2013/14 Annual Report refers to the steps that have been taken to include talent management processes in the business cycle such as making talent management a business imperative with the alignment of Human Resources processes to include talent management.

Koketso and Rust (2012) found that one of the problems faced by the local government is the poor talent management strategies that fails to retain key talent in the public service and in some cases, it is the non-implementation of talent management processes. Durban Metropolitan Police Service Unit is not immune to these challenges, the department had lost many skilled and talented staff because of retirements, deaths, resignations, and dismissals in recent years (eThekweni Municipality Annual Report, 2014). The eThekweni Municipality Talent Management strategy (2010) states that for the municipality to achieve the objectives of the Integrated Development Plan, the eThekweni Municipality must cultivate and retain the existing talent, focus on developing new talent rather than relying on recruitment alone. It is against this backdrop that the study seeks to understand the manager's perception of talent management at Durban Metropolitan Police Service Unit.

### **1.3 Research Problem/Statement of the Problem**

The eThekweni Municipality Talent Management Strategy Plan for 2010 identifies the inability of the municipality to retain skills and talent as one of the risks facing the organization. The problem that was researched concerned the inability of Durban Metropolitan Police Service to attract and retain suitable qualified employees. As a result, Durban Metropolitan Police Service was experiencing skills shortages, loss of corporate knowledge due to poor knowledge management, gaps in aligning business strategy to skills needs, and lack of clear competency framework to identify necessary skills. In addition, the lack of the identification of skills gap, non-availability of clear strategy to retain key technical and leadership talent, inability to tap on the potential individuals across individual performance, innovation and opportunity were some of the issues identified as challenges that need to be addressed. The Durban Metropolitan Police Service's image has suffered immensely in the past years due to bad publicity at all levels on various issues relating to ethics, competencies, and governance.

Notwithstanding that the talent management strategy has been designed and approved, there seems to be minimal progress in terms of its implementation and in the achievement of its aims at Durban Metropolitan Police Service. The above-mentioned challenges contributed to the need to conduct the study in order to understand the managers' perception of talent management within the Durban Metropolitan Police Service Unit.

### **1.4 Purpose of the Study**

The study explored managers' perception of talent management at Durban Metropolitan Police Service. Specifically, the study explored strategic processes, formal assessment processes, talent development actions, and employee retention process challenges in the implementation of the talent management process at the organization under study. It is hoped that this study will highlight the management challenges, identify the gaps in the talent management processes at Durban Metropolitan Police Service as well as the impediments to the implementation of talent management within the unit.

### **1.5 Objectives of the Study**

The aim of the study was to understand the manager's perception of talent management at Durban Metropolitan Police Service. The following research objectives were identified as part of the study.

- To understand the strategic processes used for talent identification at Durban Metropolitan Police Service.
- To ascertain the formal assessment process that is in place to address talent gaps and the business strategy of Durban Metropolitan Police Service.
- To understand the talent development actions undertaken to address the talent gaps at Durban Metropolitan Police Service?
- To determine the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees.

### **1.6 Research Questions**

- What are the strategic processes used for talent identification at Durban Metropolitan Police Service?
- What are some of the formal assessment processes in place for addressing the different talent gaps and business strategy of Durban Metropolitan Police Service?
- What are the talent development actions undertaken to address the talent gaps at Durban Metropolitan Police Service?
- What are the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees?

### **1.7 Theoretical or Conceptual Framework**

According to the eThekweni Municipality talent management strategy (2010) a need was identified to develop and encourage a leadership style and an organizational culture that will ensure that talent development and retention mind-set exists at all levels in the organization. The municipality had given a directive to all its units including Durban Metropolitan Police Service to embrace a talent management mindset through talent management practices in order for the municipality to be able to attract and retain talent and be able to achieve the objectives of the Integrated Development Plan in providing services to the community. Notwithstanding the intention of the municipality through its Talent Management Strategy (2010), reports from 2012 to 2014 reflect a slow growth in the implementation of the talent management processes.



Avedon and Scholes cited in Sizzler and Dowell (2010) state that when talent management is integrated into strategic business planning, it creates the opportunity to discuss the capabilities and skills needed to execute the plan. This helps leaders to craft proactive plans to ensure that they have the necessary talented staff required to achieve the strategy. By so doing they must ask where the next generation of leaders will come from, whether the organization is grooming enough leaders and grooming them early in their careers to facilitate career progression. Organizations should also verify whether the organization can face talent shortages in early career, mid-career or senior leadership talent.

Silzer and Dowell (2010) identified a talent management model which is based on four pillars that are integrated to form the talent management model. According to this model the business strategy together with the and human resource strategy of the organization must direct the needs of talent management processes. The four components of the talent process are: the identification of talent in the form of key or critical talent positions in the business, the assessment of competencies and skills, and the development of talent, the engagement and retention of talent. For the four components to be effective they need to be supported by a culture of talent stewardship, hence, the business strategy should also support and promote the talent management culture within the organization. The four constructs of the theoretical framework will be explained in detail in chapter two which covers the literature review, however a summary is provided below.

### **1.7.1 Identification Construct**

The talent identification construct is based on the identification of crucial or key positions within the organization. This construct was used to investigate the talent identification processes used to identify talent. It was also used to identify if the talent identification process was driven by the business needs, if the process was supported by managers and if the process was integrated to other processes of the unit. This construct was further used to investigate if the assessment of competencies and skills, development and engagement of employees was informed by talent identification of critical or key positions.

### **1.7.2 Assessments of Competencies and Skills Construct**

This construct was used to investigate the formal assessment processes in place that address talent gaps and the business strategy of the Durban Metropolitan Police Service. It was used in determining whether the competencies and skills assessment at the Durban Metropolitan Police

Service address talent requirements of the unit and are conducted to identify and fill the current and future capabilities of the unit, also considering the critical positions.

### **1.7.3 Talent Development Construct**

This construct was used to investigate the talent development actions undertaken to address the talent gaps at Durban Metropolitan Police Service. Whether the talent development processes address talent gaps and the business strategy of Durban Metropolitan Police Service or not and if the talent development supports competency and skills assessments as well as talent identification. This construct was further used to investigate if the talent development actions and deployment are supported by managers, integrated to other processes of the unit and whether the cultural mind-set of the organization supports the talent management process.

### **1.7.4 Employee Engagement and Retention Processes Construct**

Silzer and Dowell (2010) asserts that people join companies and leave managers and therefore effective management is very important to the development and retention of strategic talent. This construct was used to investigate if there were any talent retention programs in place. The construct was also used to understand if retention processes are integrated to other processes of the unit and whether the cultural mind-set of the organization supports the talent management process.

## **1.8 Rationale of the Study**

There was a need to conduct the study on the manager's perceptions of talent management at Durban Metropolitan Police Service Unit to identify the gaps in talent management process and implementation. The implementers of the talent management strategy are normally line managers therefore it is important to understand their perceptions to identify challenges faced by them if there are any or to improve the strategy. If the study was not conducted Durban Metro Police Service would continue to fail to attract and retain talented employees, consequently having a negative impact on the organizational performance.

## **1.9 Significance of the Study**

According to Ehlers and Allenby (2012) strategy implementation is the responsibility of management at all levels. Massie (2015) and Schiemann (2013) caution that strategies can fail at implementation phase due to organizational barriers. A strategy implementation requires leadership skills and motivation. The significance of the research is that Durban Metropolitan

Police Service will be able to identify the barriers in implementing the talent management process and in managing the talent. This research will provide guidance on sound talent management practices for the organization.

### **1.10 Limitations of the Study**

The study has few limitations. The study involved only managers at the Durban Metropolitan Police Service and it only involved one municipality. This selection of the Durban Metropolitan Police Service and one municipality was necessitated by time and financial constraints.

### **1.11 Structure of the Study**

This research consists of five chapters.

- **Chapter one:** Introduction and background to the study  
This chapter deals with the introduction, background to the study, the research problem, the significance of the study, research questions and objectives. This is followed by the conceptual basis and limitations of the study.
- **Chapter two:** Literature review  
This chapter presents a summary of the literature on talent management. Different concepts of talent management are discussed to contextualize the study.
- **Chapter three:** Research methodology  
The research design, methodology, study site, population, target population, sampling methods, and the sample size are all discussed. In addition, the chapter describes the data collection instruments and analysis techniques. The chapter ends by highlighting ethical measures that guided the study.
- **Chapter four:** Chapter five: Data presentation, analysis and discussion  
This chapter presents, analyses and discusses findings in detail. Themes presented, discussed and analyzed are on the managers' perceptions of the phenomenon under study.
- **Chapter Six:** Conclusion and recommendations  
The chapter presents conclusions and recommendations based on the key findings.

## **1.12 Conclusion**

This chapter introduced the study by giving information around the four variables under the study which is the talent identification, talent assessments, talent development and talent retention. The chapter formulated the problem statement and went on to introduce the objectives of this research, significance of the study and its limitations. In the next chapter, the literature review is discussed.

## **CHAPTER TWO**

### **LITERATURE REVIEW ON TALENT MANAGEMENT**

#### **2.1 Introduction**

Chapter two discusses the literature that is relevant to talent management. The chapter consists of relevant literature, which forms the basis for the study. Literature review discusses areas where further studies are required and increases theory development. This literature review formed the conceptual talent management framework for the study by examining the talent management components. The chapter starts by outlining the talent management definition, the importance of talent management and the role of managers in talent management processes. The four talent management components which are talent identification, talent development, assessment, talent retention in relation to manager's perceptions of talent management at Durban Metropolitan Police are discussed as the framework for the study.

The talent management stewardship model by Silzer and Dowell (2010) was used as the basis to determine the manager's perception of talent management at Durban Metropolitan Police. Najm and Manasrah (2017) every leader, manager and supervisor should contribute to talent management by taking responsibility and accountability for attracting, developing, deploying, and retaining talent within the organization to ensure that talent management is successful. In this manner talent management becomes the culture of the organization.

#### **2.2 Talent Management Defined**

Though the concept of talent management is widely used by many people, Collings and Mellahi (2009) argue that there is no single definition for talent management. According to the study conducted by Poorhosseinzadeh and Subramanian (2013) it was found that talent management concept enjoys a lot of recognition and has achieved a lot in optimizing the performance of organizations that have implemented the talent management strategies. The study also found that the lack of a single definition in talent management has resulted in different organizations implementing talent management differently and using unique strategies though the common elements within the concept which are fundamental are followed.

Schiemann (2013) defines talent management as a special function of integrating all the activities that takes place during the management of the talent lifecycle in an organization. These activities start from attracting and recruiting talented employees to developing them and

retaining them within the organization. According to Ashton and Morton (2006) cited in Schiemann (2013) the lifecycle in a talent management process starts with building a talent brand that attracts the right people to the organization and moves on to acquiring, developing, managing, and retaining talented employees within the organization.

Massie (2015) stated that the aim of talent management is to attract, develop, engage, motivate, and retain productive employees. For this to happen, talent management should be integrated within the organization. Veladat and Navehebrahim (2017) state that the objective of talent management is to have an organization that is able to meet its objectives and benefit society.

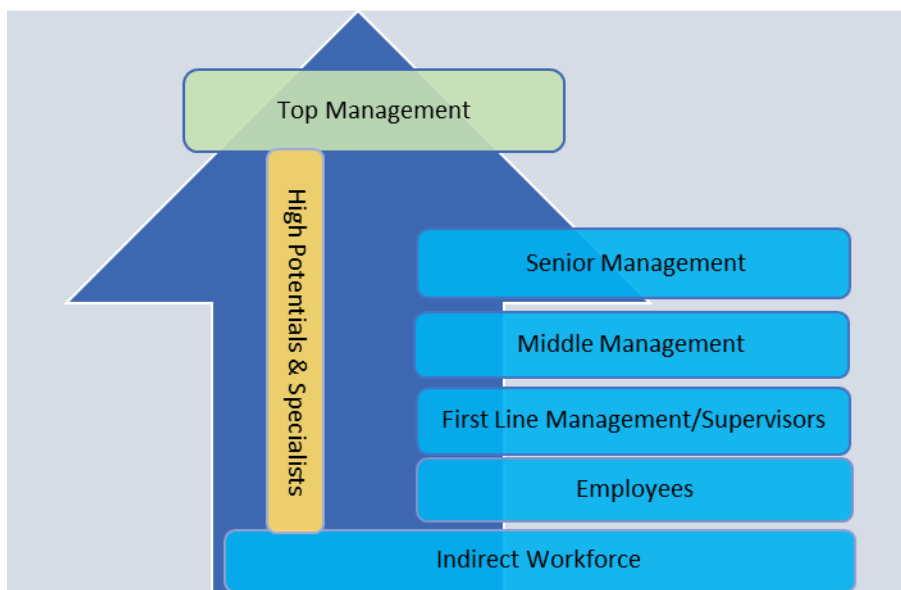
Silzer and Dowell (2010) define talent management as an integrated process or programs that are developed and implemented to identify, attract, develop, deploy, and retain talent so that the organization can achieve its objectives and future business needs. In this regard, the purpose of the talent management strategy must be to achieve the business needs of the organization. For the talent management to be effective and improve the business results, it must be driven by the business strategy of the organization.

Collings and Mellahi (2009) understand that talent management requires a number of activities that are deliberately put together to enable an organization make use of its talent to realize sustainable competitive advantage. Though Collings and Mellahi (2009) understanding of talent management focuses on identifying key positions that contribute to organizational success and sustainability, DeLong and Vijayaraghavan (2003) argues that it is important that all positions are considered because not matter how small, they contribute to the organization's realization of its specific objectives and relevance to society.

The assertion by DeLong and Vijayaraghavan (2003) is further supported by Armstrong (2006) when he argues that everyone in an organization has talent although some have more talents than others. According to Armstrong (2006) an organization need to focus on all employees within the organization when dealing with talent management. The position taken by Armstrong (2006); DeLong and Vijayaraghavan (2003) with regards to the identification of individuals versus the identification of positions is in contrast with other literature such as that of Collings and Mellahi (2009); as well as Silzer and Dowell (2010) as their focus is on the identification of key positions that have the potential to differentially impact on sustainable competitive advantage of the organization.

The eThekwini Municipality Talent Management Strategy document (2010) defines talent management as an integrated process of identification, attraction, development, retention and monitoring of the mission critical positions as well as the scarce skills on a long-term and short-term period. According to the eThekwini strategy document, the mission critical positions are those positions which are crucial to the ongoing sustainability and operations of the municipality in all its departments. The positions which are vital to the business of the municipality and which influence productivity, delivery and cost are regarded as the key positions to identify for talent management. These positions are not only at top management only but are found at different levels of the workforce.

The notion of focusing on the identification of positions as alluded by some scholars such as Guthridge, Komm and Lawson (2015) favor the process of balancing the skills and positions that addresses the talent demand and supply in line with the Talent Workforce Pyramid presented in figure 2.1.



**Figure 2.1 Layers of Talent Workforce Pyramid**

**Source: Guthridge, Komm and Lawson (2015)**

The eThekwini Municipality Talent Management strategy refers to key positions as all positions that are crucial to the sustainability and the competitive edge of the organization and are not limited to leadership positions but encompasses many other positions within the organization. According to the eThekwini Municipality Talent management strategy (2010) the

ideology around which positions are critical depend on the strategic objectives of the organization and may change between operating units and over a certain period.

In a study conducted by Guthridge, Komm and Lawson (2015) it was found that talent management should focus on key positions at all levels of the organization including top management positions and cannot ignore the contributions of other players in the workforce.

### **2.3 The Importance of Talent Management**

In a study conducted by Barkhuizen (2014) it was found that local government in South Africa faces serious challenges relating to service delivery. The study found that the challenges were attributed to the lack of talent management systems that can attract and retain key talent in local government, yet talent management was hardly a strategic or operational priority for many local government organizations.

Various literature on talent management confirms that talent management is one of the strategic tools that organizations can utilize to ensure that they remain competitive. According to Van Zyl et.al (2017) talent management remains a strategic priority in any organization or business that wants to be successful and is mainly prompted by the need to align and integrate the business needs of the organization to people management practices in order to achieve operational excellence.

According to Massie (2015) talent identification and development in organizations continues to be a significant strategic tool for organizations that want to remain competitive. Massie (2015) argues that the main objectives of talent management is to optimise performance of the organization by creating a sustainable and a high performing organization capable of meeting its strategic objectives and enjoy a competitive advantage over its competitors (see also Kaur, 2013).

Brunila and Yneller (2013) found that talent management practices that are centred on the organizational strategy have a substantial greater effect on promoting the company brand whilst providing a satisfactory client service. Companies with an attractive company brand become more attractive to the employees who regard them as the employer of choice as more talented employees want to be associated with such organizations.



Barkhuizen (2014) asserts that managing the talented employees has positive rewards for all those that are involved in that there are benefits for the employees as well as the organizations. For the organization, it leads to better performance whilst for the individuals it leads to job fulfillment, motivation, and employee engagement (Kagwirialyria, 2013; Barkhuizen, Mogwere and Schutte, 2014). Therefore, talent management can be said to increase service orientation and performance that has influence on service quality and better product management.

Koketso and Rust (2012) found that research continues to point out that the problems in the South African public service that lead to the failure to deliver quality services to the communities were associated with the lack of proper talent management processes within the sector. The study also found that the continuing poor service delivery is a direct result of talent management plans that lack the ability to retain the core talent in the public service (Mabille and Barkhuizen, 2013).

According to Majeed (2014) companies spend substantial amounts of capital adapting technology and improving on the infrastructure to maximize their growth but end up not seeing the return on investment due to strategies that fail at implementation. Such organizational failures are normally due to inefficient employees who fail to implement the strategies. Pieter (2006) and his colleagues state that talent management enables organizations to be successful whilst encouraging the development of skills. According to Kermally (2004) the public sector is in dire need of talented people to deliver the efficient and cost-effective public services to the community.

Brunila and Yneller (2013) found that talent management is one of the significant aspects that can assist the organizations to achieve sustained organizational success. Brunila and Yneller (2013) further point out that with the introduction of the new generations entering the workforce such as generation X and Y there is a need for the business to become more sensitive to the various needs of its employees. The Y or millennium generation employees are regarded as the current and future workforce taking into consideration the ageing of the baby boomers. According to Festing and Schafer (2013) organizations are faced with a challenge where they need to be able to understand and knowledge to manage the demographic changes in the workforce which is caused by the ageing of the current workforce and the introduction of the younger generation to the workforce.

According to Pillay, Subban and Qwabe (2008), talent management is one of the essential elements in human resource development as it addresses the key issues impacting on staff retention such as the costs of replacing employees with scarce skills, the amount of time required or which it takes to replace talented employees, the lack of employees with suitable skills and talent. According to Pillay (2008) the lack of talented employees is the key restraint on service capacity and has the potential to affect the customer service as it carries the risk that new employees may not perform as expected.

According to McCauley and Wakefield (2006) every manager in every organization has a significant role in strengthening the organization's talent management because managers are accountable for the skills development of the staff that they manage. This assertion by McCauley and Wakefield (2006) places a lot of responsibilities to the line managers to implement the talent management strategies to develop talent for the optimum performance of the organization.

Ehlers and Lazenby (2010) argue that the successful implementation of any strategy in any organization is very much dependent on the leadership of the organization as well as the managers distributed throughout the organization. Hough et al. (2010:258) also support this view when arguing that the strategy execution requires the participation of every manager to have a flawless execution of the strategy that can achieve the desired results. According to Becker, Huselid, and Beatty (2009) line managers and the human resources departments have a shared responsibility for the flawless workforce strategy execution. Becker, Huselid, and Beatty (2009) cited in McDonnell et.al (2017) further emphasized that line managers and human resource departments should equally share the responsibility and accountability for the development of an effective workforce.

Whilst most scholars agree that the effective application of any strategy is dependent on the managers that implement the strategy, Becker, Huselid, and Beatty (2009) assert that there is a concern amongst researchers that despite the workforce being the most expensive tool within organizations, the workforce is a poorly managed asset in most organizations. Managers therefore have a critical role that they should play in ensuring that talent management works in an organization.

According to Ehlers and Allenby (2012) research shows that most strategies fail at implementation phase due to barriers within the organization even though the strategy implementation is the responsibility of management at all levels. For many successful business organizations talent management is regarded as a leadership imperative in successful companies and such companies understand that talent management is a necessity for business success as it contributes to the competitive advantage of an organization (Silzer and Dowell, 2010).

Silzer and Dowell (2010) identified a talent management model which is integrated and aligned to the organizational strategy with four steps being the: identification of the strategic talent, the assessment of individuals against required competencies, the development of employee capabilities and the retaining of key talent in an organization. According to Silzer and Dowell (2010) talent management is most effective when the process is aligned and integrated to form a logical sequence or flow which results in the output from one step becoming the input into the next step. The integration and alignment will ensure that the talent management processes are interdependent on each other from identification to assessment, development, and retention of employees within the organization.

The eThekweni Municipality Talent Management Strategy (2010) states that in today's economy which is based on knowledge, individuals in the organizations have become the crucial differentiators. The strategic document further articulates that the current environment in society has created unprecedented conditions of competition and turbulences which have prompted an imperative for talent management within the municipality to attract and retain talented employees. With these imperatives, the strategy emphasises the need for all the units within the municipality to have a talent mind-set at all levels to make talent management a success. The Annual Reports for the municipality from 2012 to 2014 respectively reflect a slow progress in the execution of talent management processes despite the municipality having approved the talent management strategy for implementation in 2010.

#### **2.4. A Theoretical or Conceptual Framework on Talent Management**

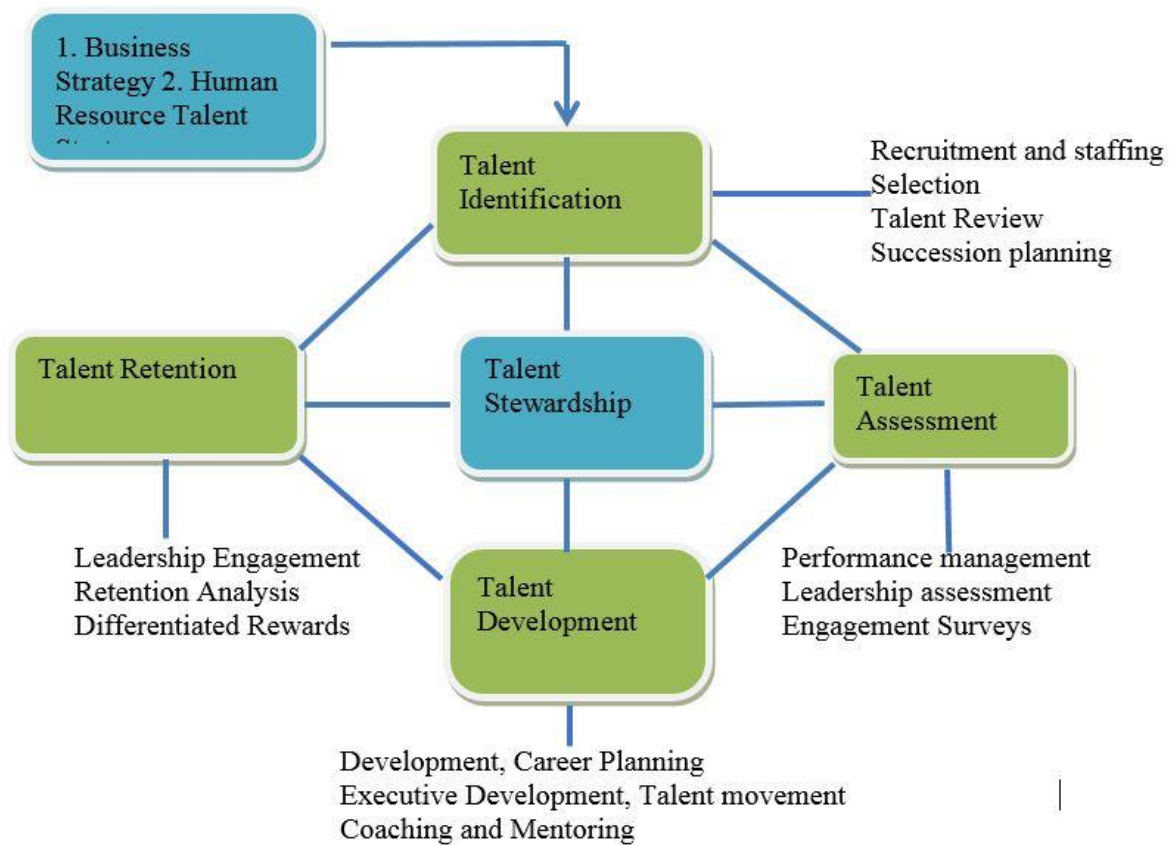
Williamson (2011) cited in Poorhosseinzadeh and Subramaniam (2013) said that it is important to have balance talent to succeed. However, this is not the only critical issue that should be addressed when managing talent. According Williamson (2011) the dual initiatives are the most critical issues that can determine the success or failure of an organization.

The Integrated Talent Management Stewardship Model identified by Silzer and Dowell (2010) is based on the four pillars of talent that are integrated to form the talent management model. This model is based on the foundation that the business strategy and human resource strategy of an organization must direct the needs of the talent management processes. The four constructs of the talent process are: the identification of talent in the form of key or critical talent positions in the business, the assessment of competencies and skills, the development of talent, the engagement and retention of talent.

This study used the Integrated Talent Management Stewardship by Silzer and Dowell (2010) since it is supported by most research that focuses on the identification of critical positions at all levels within the organization, assessment, development, and retention of talent. For the four pillars to be effective, they need to be supported by a culture of talent management stewardship within the organization, hence the business strategy should also support the talent management culture.

Silzer and Dowell (2010) assert that talent management efforts become effective when they have value to the organization, hence the output of talent management strategy should determine the effectiveness of the talent management strategy. For the talent management process to be effective it needs to be driven by the business strategy of the company or organization, it should be integrated to other processes and must not be treated as a stand-alone program, it should be managed as a core business practice, hence it requires the total involvement of everyone in management and leadership of the organization.

The Talent Management Stewardship model provides that when talent management processes are integrated a talent mind-set is achievable (Silzer and Dowell (2010)). The organizational business strategy as well as the human resource strategy has a direct influence on the talent management strategy through talent identification, talent assessment, talent development and retention. Each of these constructs is made up of various elements that contribute to the essence of each construct whilst all the constructs as illustrated on figure 2.2 contribute to a talent management stewardship environment in an organization.



**Figure 2.2 Talent Management Stewardship Model**

**Source: Silzer and Dowell, 2010**

### 2.4.1 Talent Identification

According to Massie (2015) talent identification in organizations usually focus on competencies, skills, and qualifications as these make it easier to articulate, identify and measure when recruiting although the values, traits, behavior, and motivational drivers are equally important in some cases. While the competencies and knowledge provide valuable information and insight about an individual’s readiness for the role values, traits, behavior and motivational drivers help to reveal a person’s potential for leadership.

In a study conducted by Khalvandi and Abbaspour (2013) it was also found that talent identification is based on attraction, selection, recruitment, and talent pool. A common principle within talent management is to identify the talented employees within the organization.

McDonnell et al (2017) argues that for organizations to be successful in talent management, there need to be talent management systems in place that are able to identify strategic positions,

such a system should have the capacity to ensure that individuals in an organization could perform and are highly motivated to maximise performance. In this regard employees need to be developed effectively and the environment must create development opportunities. The eThekwini Municipality 10 Point Plan for Mission Critical Positions in figure 2.3 seeks to address the phenomenon of talent identification within a talent management environment.

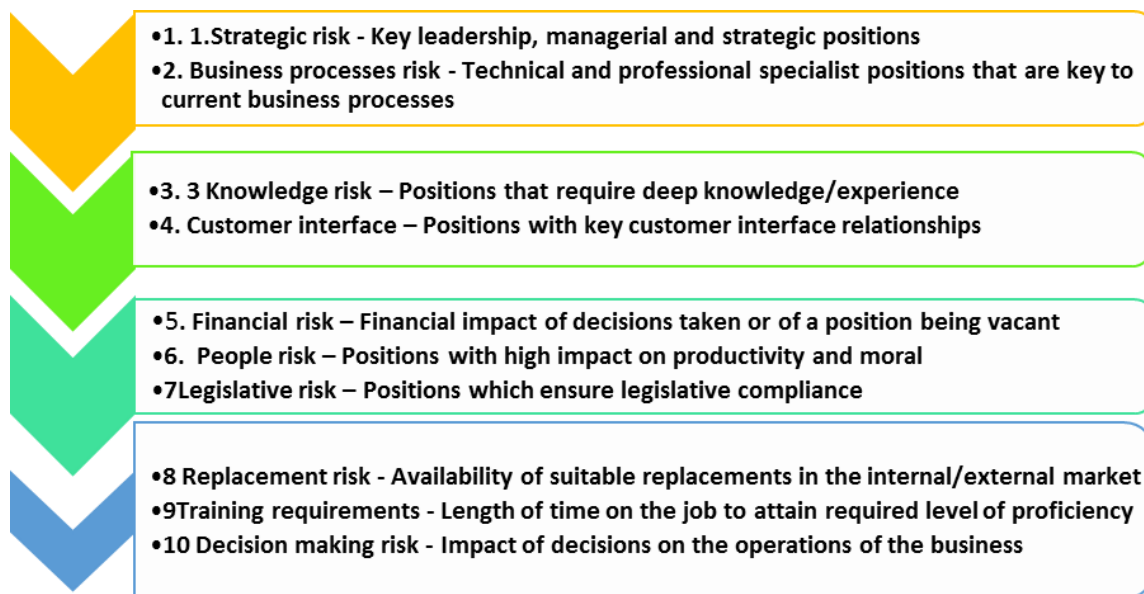
According to McDonnell et.al (2011) talent identification is one of the important strategic business processes that requires organizations to pay more attention to employees and positions that have a differential effect on the business strategy of the organization.

The eThekwini Municipality Talent Management Strategy plan (2010) states that talent identification is based on the positions that are core to the mission and vision of the organization. These are the positions without which the organization cannot be able to provide service delivery. These positions are classified as crucial to the municipality. The other category of positions identified are those regarded as scarce skills as well as the senior and top management positions for all the units including Durban Metropolitan Police Service Unit as they pose risks to the organization.

The talent identification process of eThekwini Municipality requires that a process of identifying positions that contribute to the core competency of the municipality be conducted to balance talent demand with the talent supply. This is the strategy which Durban Metropolitan Police Service had a directive to implement as part of the talent management strategy. Talent supply in this case is the identification of suitable people who can be able to assume such positions if the need arises whilst talent demand is the identification of positions and skills (Silzer and Dowell, 2010).

The tool which is used by the EThekwini Municipality to identify and assess if the position is a mission critical position is a 10-point plan as illustrated in figure 2.3 where the position identified must meet at least five requirements of the plan before it can be regarded as the mission's critical position. The 10-point plan for the mission critical positions serve as a tool to identify the baseline in identifying the positions and skills that are regarded as critical for the ongoing sustainability and operations of the municipality. Where such positions are identified, the departments within the EThekwini Municipality including Durban Metropolitan

Police have an obligation to ensure that there is a balance in the talent supply and demand within the organization.



**Figure 2.3 Copy of 10 Point Plan for Mission Critical Positions**

**Source: eThekweni Municipality Strategy, 2010**

Scholars define the process of recruitment as a way of getting applicants who are available and qualified to take up positions in a firm while selection is understood as a process of sampling from the pool of candidates the person suitable for the job. According to Pieter et al. (2006) both internal and external recruitment has advantages and disadvantages. One of the advantages for internal recruitment is the motivation it provides to the internal employees in terms of succession to senior positions and the increased performance when employees know that they may be rewarded for hard work. The external recruitment does have its advantages as it provides for a bigger pool to select the best candidate and provides opportunity for new ideas that can be brought by the external candidate to the organization, however it can also kill the morale of the internal employees if they feel that they are being overlooked.

According to Silzer and Dowell (2010) organizations should ensure that, i) the selection systems or processes for both internal and external employees and potential employees are based on the strategic competencies of the organization; ii) managers are taught and learn to use the behavior-based interviews during the selection interview so that they can use the same skills when assessing employees for development and potential.

Massie (2015) defines succession planning as process of putting in place measures to ensure that employees in an organization can leave or retire and be replaced by other effective employees for the organization to continue achieving its set objective. The key benefit of succession planning is that it allows the transfer of knowledge and skills, which is good if the organization was to manage organizational memory.

According to Cannon and McGee (2011) succession planning helps the organization to have enough people in its talent pool that are readily available to take up any of the positions that are important to the success of the organization. The organization undertakes efforts to have talent replacement of key positions and ensure that there is continued and effective continuation and effective performance of an organization

According to Massie (2015) the creation of a strategy should not be done in, but it needs inclusiveness of other role players as it requires reviews, annual updates in line with the period of the strategy so that the strategy can evolve. In that case it is important for the organization to have a leader who can align the talent management strategy with the needs of the organization.

The eThekweni Municipality Talent Management Strategy (2010) states that the strategic aims, principles, and processes of the plan must be reviewed once a year to ensure that it is aligned with the business. The talent management strategy should be reviewed every five years to ensure that it is aligned with the business strategy (2010). Silzer and Dowell (2010) this notion as he states that regular and comprehensive talent review is a critical core business processes in the organization, along with other reviews.

In a study conducted by Kock and Burke (2008), it was found that the management of talent in the Public Sector is one of the key challenges due to regulated recruitment, selection and retention practices within the Public service that make talent acquisition not sustainable in a long term. Kock and Burke (2008) further argue that competing for talent in the public sector against the private sector is not easy due to the leverage that the private sector has of offering higher salaries, thus making competition tight for the public sector. Due to these challenges in the public sector Kock and Burke (2008) recommended the development and growing of talent from within as a strategic imperative for the public service.



According to Kermally (2004) it was found that the public sector needs talented people to deliver efficient public services to the community. Talent reviews are important for the organization to ensure that key talent pool remains relevant to the organization business needs from time to time.

In view of the literature provided on talent identification, this construct is used to understand if the talent identification processes at Durban Metropolitan Police Service are based on the identification of key positions that are critical to the competitiveness of the organization and if the talent management process is supported by managers and integrated to other processes of the unit.

#### **2.4.2 Assessments of Competencies and Skills**

The talent assessment construct on the Integrated Talent Management Stewardship model by Silzer and Dowell (2010) construct is made up of performance management, leadership assessment and engagement surveys. Performance management assessments are conducted on existing employees to ascertain the level of performance of an employee within the organization against the business performance, strategic competencies and career potential whilst addressing gaps in development that could be required by the employee to perform effectively in the current or future potential position.

The leadership assessments are conducted when assessing high performers' capacity within the organization to determine if they can be successful on the next level in the organization. The assessments are used as part of the assessments for promotion as they can assist in determining whether a person will fit and cope on the next level. According to Silzer (2002) leadership assessments are often ignored which usually leads to mismatch of capabilities that the individual has and the needs of the environment. Silzer (2002) further says that ignoring the fact whether a person is fit for the environment is a mistake that can damage the individual and the organization. In a study conducted by Koketso and Rust (2012) it was found that the mismatch of skills with functions performed was a major challenge which was hampering the organizational goal of service delivery when employees were positioned in jobs that they were not competent on or worse if their skills were underutilised.

According to Brown (2014) the engagement surveys assist the organization to identify the opportunities for improvements whilst providing a communication channel that facilitates dialogue between management and employees in an organization. According to Vidyeeswari and Nair (2009) cited in Koketso and Rust (2012) engagements surveys are important as they keep the employees engaged and focused on their job priorities.

The assessments are important as they assist the organization to balance the skills and competencies of managers against the positions that they should occupy (Silzer and Dowell, 2010). According to Silzer and Dowell (2010) whilst assessments are used for recruitment during talent identification they can also be used as part of selection for promotional opportunities. The assessments are useful in assessing the high performers and determine their potential to be successful at the next level in the organization. The development of strategic competencies is of paramount importance as a foundation.

#### **2.4.2.1 Performance Management**

Whitaker, Mastrofski, Ostrom, Parks, and Percy (1982) as cited in Shane (2010) performance management is a way of improving the achievements of organization by engaging in established practices that allow the gathering, assessing, and reporting information with an aim of improving employees' performance at the individual or collective or both.

Aguinis (2009) added his voice by stating that performance management is an ongoing process an organization uses to identify and develop performance by linking employees' performance and objectives to the organization's main mission and goals. In addition, Aguinis (2009) said that there are two factors to consider when implementing performance management; ongoing process of identifying and developing performance and ensuring that performance is linked to the individual employees 'performance and the mission and goals of the organization.

According to Caplan (2011) cited Van Zyl et.al (2017) performance management plays an important role in the development, identification and assessment of talent management.

Performance assessments, communication and giving of feedback to employees assist both the manager and the employee to identify gaps and opportunities for development of the employee which promotes continuous improvement of employee and the organization.

The eThekweni Municipality Talent Management Strategy (2010) identifies performance management as one of the tools to use in identifying talent on employees. The strategy requires managers to categorize employees during the assessments to those who perform exceptionally well with leadership signs as high flyers, those who also perform adequately and without whom the organizational performance will be affected as key players and those who are not achieving in their performance levels as the underperformers.

According to the strategy there is a need to accelerate the development of the high performers so that they can be able to take up higher positions if necessary. The risk with the high flyers is that they can be head hunted by other organizations, leave the organization if they feel that they are not utilized or if they are frustrated with the system which can negatively affect the municipality due to the time and cost involved in identifying and developing more people.

The municipality realizes the need to have the retention strategy in place for the high flyers. According to the eThekweni Municipality Talent Management Strategic Plan (2010) the municipality notes that its operations can be badly affected if the key performers are not looked after as they have the vast amount of business or specialist knowledge, corporate memory which is very important for the survival and for the municipality to be able to continue providing efficient service delivery to the community.

Aguinis (2009) said that the process of performance management supposed to allow the organization to set of objectives, measure the performance, given feedback of performance results, reward employees based on performance results, and amend objectives and activities of the organization.

#### **2.4.2.2 Effectiveness of Assessments**

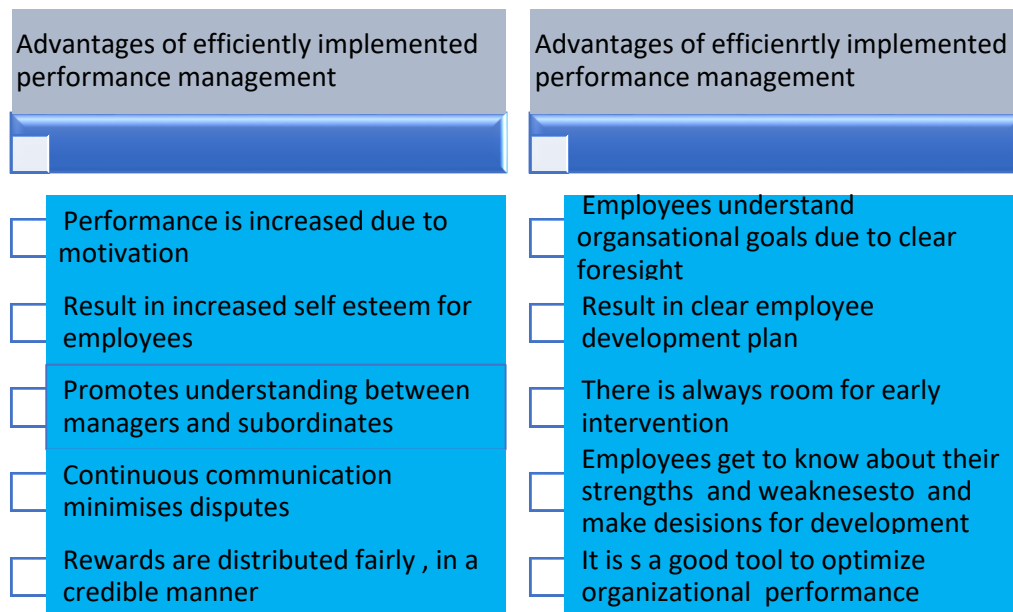
According to Aguinis (2009) performance management must be a continuous process, it must be a never-ending process of coaching and feedback with set goals and objectives, the process must have means to observe, provide, and collect feedback. Aguinis (2009) further states that the process of effective performance management must be linked to the mission and vision of the organization. Silzer and Dowell (2010) explained that performance management system can be effective if managers are objective and capable in evaluating results, behaviours, and capabilities.

Van Zyl et.al (2017) argues that in an environment where there is a high-performance culture managers ensure that the performance objectives of the performance plan are aligned to the business strategy of the organization which is able to produce an effective performance assessment. Line managers are directly responsible for identifying, selecting and recommending the high potential and high performing talented employees in their teams to become part of the official talent management pool. A study by Paile (2012) found that managers use performance management to manage and discipline their subordinates while subordinates use performance management a means for performance bonuses to get extra income.

Aguinis (2011) argues that the performance management systems are a significant feeder to other systems in an organization such as development. Performance management can be used to identify the skills gap which creates the relationship between performance and training of staff, in that regard performance management provides direction for the developmental needs of an employee. The study also found that in a situation where there is an absence of adequate and effective performance management system in an organization, the developmental processes cannot be implement effectively.

#### **2.4.2.3 Advantages of an efficiently implemented Performance Management**

Performance management systems that are properly implemented are an effective tool that can be used by an organization to translate the business strategy into business results (Aguinis, 2009). Since performance management influences the employee job satisfaction, employee performance and productivity, service and product quality, and the financial performance of the organization, it should be applied effectively in assessing talent because employees have insight about their strengths and weaknesses (Aguinis, 2009). Some of the advantages of efficiently applied performance management are illustrated in figure 2.4 contribute to both talent assessment and development.



**Figure 2.4 Advantages of Performance Management**

**Source: Performance Management, Aguinis, 2011**

Aguinis (2009) argues that performance management systems must make it clear what the employee contribution should be to the organization and what is to be assessed. The performance management system must have a link between the functions to be performed and the organizational goals. The system must therefore be explicit on what is to be achieved and how it is to be achieved. According to Silzer and Dowell (2010) performance assessments are important as they assist the organization to balance the skills and competencies of managers against the positions that they should occupy. Ignoring the assessments can lead to a mismatch in positions versus skills required. The development of strategic competencies is of paramount importance as a foundation.

#### **2.4.2.4 Disadvantages of Poorly Implemented Performance Management.**

According to Aguinis (2009) poorly designed and poorly implemented performance management systems can have disastrous effect for the organization, the employees and the managers implementing such performance management system. Poorly designed and poorly implemented performance management systems can be a source of frustration and cynicism for all those involved. Poorly implemented performance management system does not contribute to an effective talent assessment and development and can be a source of frustration as illustrated by Aguinis(2009) in figure 2.5 .



**Figure 2.5 Disadvantages of Poorly Implemented Performance Management**

**Source: Performance Management, Aguinis (2011).**

#### **2.4.2.4 Leadership Assessments**

In a study conducted by Martin and Bourke (2009) it was found that assessments assist the organization to achieve tremendous results. Sizzler and Dowell (2010) assert that when organizations conduct assessments, such assessments should be based on an organization's strategic competencies. Managers should also be skilled in the assessment of performance results, behaviors, competencies to achieve positive results.

According to Ehlers (2012) leadership in an organization is an essential element for the effective implementation of a strategy. According to De Simone (2012) research continues to show that most strategies fail at implementation due to poor management and poor leadership, hence the need for the organizations to perform leadership assessments. According to Coleman (2004), cited in Ehlers (2012) it was found that effective leaders have one unique characteristic which was common to all effective leaders and this was a high degree of emotional intelligence. The view that leadership is responsible for the implementation of the business strategy is shared by Van Zyl et. al (2017) through the assertion that if the leadership of the organization is not actively involved in talent management initiatives, the talent management practices will not take priority in the organization.

The assessment construct was used to investigate if the assessment processes used at Durban Metropolitan Police address the talent requirements of the unit, are informed by the by talent identification of critical or key positions and are also used to develop talent by filling in the current and future capabilities of the unit.

### **2.4.3 Talent Development**

According to Kermally (2004) it was found that the public sector requires talented individuals to deliver worthwhile and efficient public services to the communities. Kermally (2004) further asserts that organizations have become knowledge-driven organizations since the economies are increasingly based on knowledge. It therefore becomes important for the organization to protect its intangible assets, in that regard organizations develop talent to preserve the skills and knowledge within the organization.

Silzer and Dowell (2010) state that talent development is one of the most important activities that managers can utilize to promote growth in competencies within an organization. According to Birt, Wallis and Winternitz (2004) it was found that development planning and execution was one of the important drivers that contributed to employee engagement. Organizations that pursue the route of acquiring talent from the external labour market might find that importing talent is not always a solution and therefore need to engage in talent development from within since the strategies of importing have disadvantages and are not likely to be successful for a long time.

According to Silzer and Dowell (2010) for talent development to be effective it should be made up of career planning, executive development, talent movement, education, coaching and mentoring, leadership skills and early career programmes. Talent development should focus on putting in place development activities related to the business needs and competency requirements of the organization. De Simone and Werner (2012) states that when employees are assisted about the future work, employees become empowered to take new responsibilities in the company and this improves their employability.

Rigori and Asplund (2016) found that there was a need for coaching and ongoing discussions on matters that promote a culture of development within organizations. The ongoing coaching and development can reduce disengagement of employees by focusing on the strengths of the

employees to allow them to do what they do best. Rigori and Asplund (2016) further argues that when organizations provide the employees with the opportunity to do what they do best every day that enhances the development of employees and provide the employer with the opportunity to focus on the strengths of the employees.

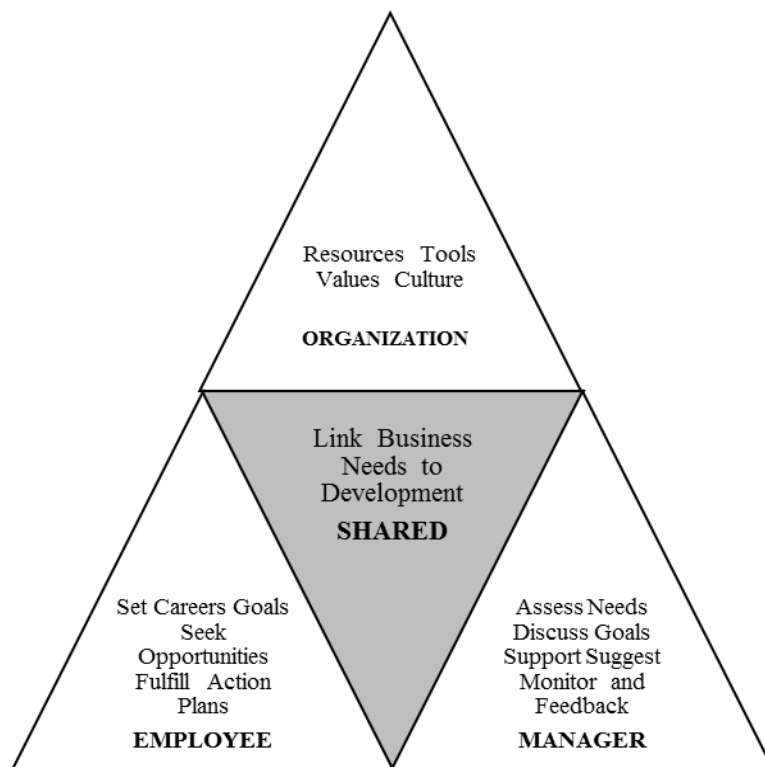
According to DeSimone (2012) organizations develop developmental programs for potential positions because they realise that they need to have people who are readily available to take up leadership positions in cases where such positions become available. According to Kermally (2004) an ageing population reinforces the importance of not just talent development but also the retaining of talent within the organization. Companies therefore assess or conduct the evaluations for potential or prospects of success of an employee in managerial, professional, or technical field in business.

Sheehan (2011) argues that the resource-based value theoretical framework which is based on the value of the internal factors has an enormous influence on talent management. The resource-based value regards internal factors such as intellectual capacity and physical resources as key sources for achieving the competitive advantage. The resource-based value focuses on the characteristics of the human capital such as organizational performance and emphasizes the relationship between the quality and the skills of the employees as the main source for competitive advantage (Barney, 1991)

Kaye (2002) cited in Silzer and Dowell (2010) introduced the Three-way Partnership of Talent Development model that suggests that for talent development to be effective there must be a shared integration of processes that link the organization, the employee and the management of the organization to the business needs. The Three-way Partnership of Talent Development model illustrated in figure 2.6 provides that development must be linked to the business needs at all times. In this manner the manager conducts the assessments, discuss the goals with the employee and provide support. The employee role is to set the career goals and seek opportunities that are linked to the business needs. The organizational role is to provide resources, tools and a culture that is linked to the business needs. When all these elements are in place the business needs and employee development is harmonized as it become a shared responsibility for all involved.



According to the Three-Way Partnership Talent Development model, the organization must provide the environment that promotes continuous development through its processes and tools. Managers need be skilled in identifying areas that need improvement or development. Managers must therefore be able to identify and source appropriate resources and opportunities. According to this model mentoring and coaching must be conducted on an ongoing basis with feedback given on a continuous basis. The individual employee’s role will be to take responsibility for their own development by taking the initiative on development propositions, committing to improving their skills and developing new competencies to be able to contribute effectively to the organization.



**Figure 2.6 Three-way Partnership of Talent Development**

**Source: Silzer and Dowell (2010) Adapted from Kaye (2002)**

The three-way partnership of talent development in figure 2.6 above illustrates the link between the organization, the employee and the management of the organization with a shared business needs to development ensuring effective development. In this regard the employee, the organization and manager share the business need in the development of the employee (Kaye, 2002). The employee and the manager activities towards the talent development in an organization should be linked to the business to create an environment that supports talent development.

According to Silzer and Dowell (2010) development actions need to be meaningful to the needs of the organization and support the opportunities identified in the business plan. Silzer and Dowell (2010) also found that development planning must be conducted by managers to accelerate capability in the organization. According to Chaminade (2007) cited Samuel and Chimpunza (2009) in effective talent management makes individuals, managers and the organization to have specific accountabilities to make the company successful. The organization should however provide means of continuous development. The managers and employees should be skilled and knowledgeable to facilitate development. The development actions and plans should include succession plans.

#### **2.4.3.1 Developmental Opportunities**

Developmental programs include activities that the organization should make available to its employee's as opportunities such as such as job rotation, mentoring and coaching, and career motivation. Career motivation plays a role in development and can be attained through career resilience, career insight and career identity. According to De Simone (2012) organizations are expected to provide an environment that promotes the career motivation for employees so that they can develop talent.

Whilst employees are expected to have resilience in order to overcome barriers or be able overcome any carrier barriers, employees are expected to have career insight and be realistic about themselves. Employers should ensure that an environment that creates talent development is fostered within the organization and promote professional growth. According to De Simone (2012) employers should therefore encourage employees to set their own goals as targets, provide regular performance feedback to employees and supply employees with information relevant to attaining their career goals. Career development should therefore create and provide people with opportunities such as leadership positions and opportunities for advancement within the organization. Rewarding solid performance through professional recognition financial and bonuses can assist the organization in encouraging employees for development.

#### **2.4.3.2 Career Planning**

Further to the normal development opportunities provided in the organization, some organizations engage in career development of their employees by targeting certain employees as a form of succession plan. DeSimone (2012) regard career development as ongoing process

which is applied to assist individuals with their learning and development with a specific future career being the focus. The process of career development for succession planning requires activities such as selecting, developing in the form of nurturing, coaching, mentoring, and motivating human resources.

The talent development construct will be used during this study to investigate if the talent development actions and deployment are supported by managers at Durban Metropolitan Police Service and whether there is an integrated process in the unit that supports talent development, thus creating a culture of talent mind-set.

#### **2.4.4 Talent Retention Construct**

The talent retention construct from the talent management stewardship model by Silzer and Dowell (2010) is made up of leadership engagement and differentiated rewards as the key components in talent retention. Organizations acknowledge that development of employees takes a lot of money and time, hence the process of retaining the talented employees is crucial to the success of any organization to minimize the staff turnover. The staff turnover is one of the talent management risks that have been identified in local government towards retaining talented employees (Koketso, 2014). To counter the high staff turnovers organizations needs promote the retention of talented employees by having talent management strategies that promote talent retention.

The engagement of employees results in low rate of employees that leave employment. Retention is normally used to prevent the loss of competent employees as this can hamper production or service delivery in an organization.

Chaminade (2007) cited in Samuel and Chimpunza (2009) said that differentiated rewards should be a source of motivation and engagement of employees. Retention is a deliberate endeavor by an organization to create an environment which engages employees for a long-term period instead of short term.

Imandin (2014) understand employee engagement as a health attitude employee have towards the organization, and its values which contribute to the employee wanting to be associated with the organization. Rewards and compensation are some of the benefits that companies use to retain talented employees in an organization.

#### **2.4.4.1 Leadership Engagement**

Ngobeni and Bezuidenhout (2011) found that there are factors that contribute to the employee engagement and result in talent retention for the organization. Motivation, opportunities for growth and development, work life balance and supervisor subordinate relationship are some of the factors that contribute to employee engagement. Employee retention can therefore be improved through employee engagement.

Rigoni and Asplund (2016) found that most managers do not involve themselves in creating an environment where employees feel wanted and recognized resulting in employee disengagement. According to Ngobeni and Bezuidenhout (2011) factors which are regarded as forces that drive the employee engagement need to be addressed because failure to do so may impact on talent engagement and retention. The forces that have an impact on employee engagement range from demographic changes, competitions, skills shortages, employer branding, training, and development, coaching and mentoring, career development and succession planning.

#### **2.4.4.2 Motivation**

Pieter et al (2006) understand motivation as the force that influence behavior and gives direction to behavior. Motivation enables people to fight on even when surrounded by obstacles. De Simone (2012) said that motivation is the mental status a person has that drives him or her to a goal. According to the study conducted by Ahmad et.al (2018) it revealed that where employees are content and motivated, the employee turnover is more likely to be less than in situation where employees are not content or motivated. The study found that professionally committed and content police officers are less likely to leave their organization.

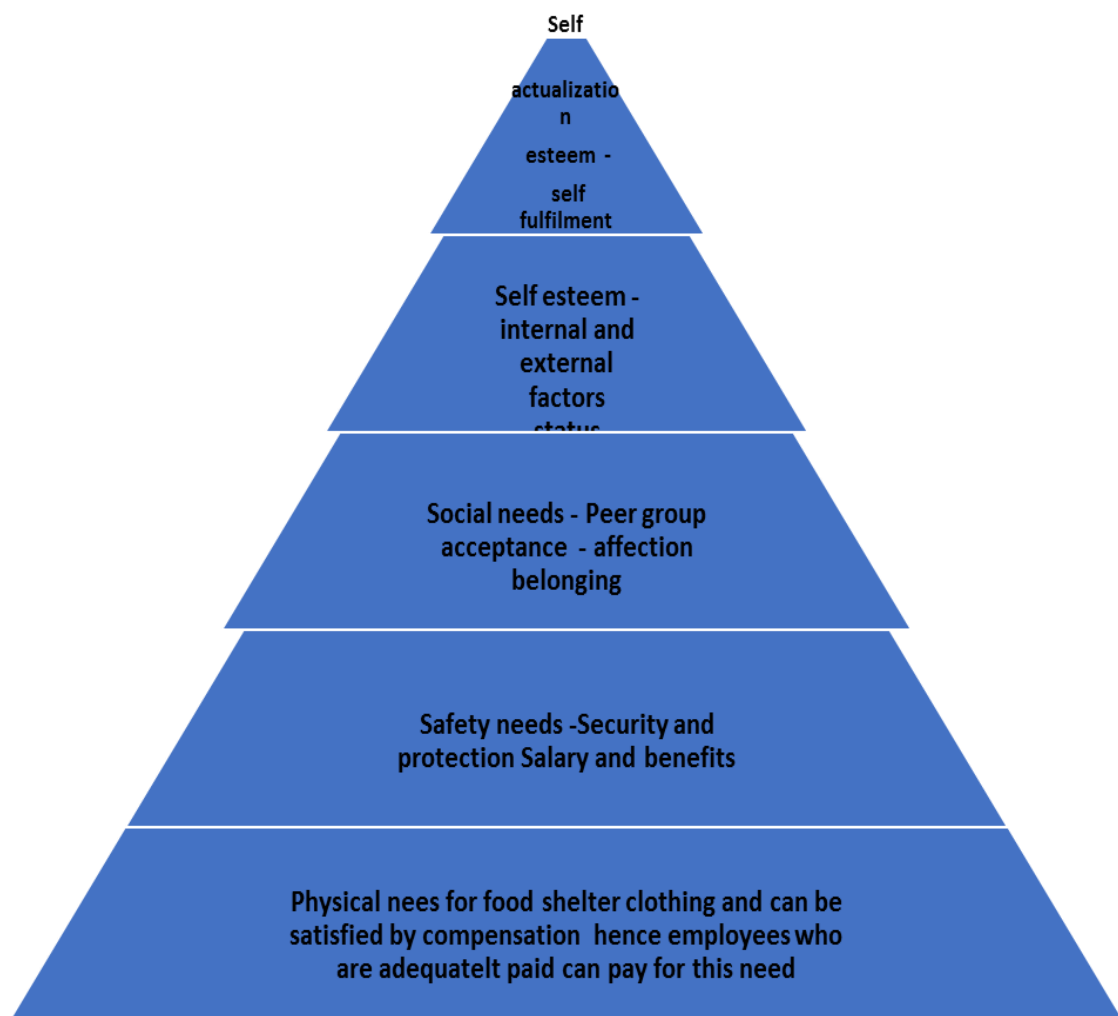
#### **2.4.4.3 Maslow's Hierarchy of Needs**

According Ahmad et.al (2018) it was found that the Maslow theory of needs attempt to identify variables which impact on the satisfaction of the person's needs. The study also found that the Maslow theory does not concentrate on the organizational feature of work motivation, but it focuses on the individual and the influence of the individuals needs on work motivation.

According to Maslow (1943) as cited in Pieter et al (2006) states that there are five levels of needs that people would require in life. Maslow argues that human beings are driven to achieve

certain needs and that some needs take precedence over others. People’s basic need is for physical survival believed to be the first thing that motivates human behavior. When the physical level is fulfilled the next level up is what motivates us, and the rest.

According to Maslow the bottom four levels of the pyramid are ‘deficiency needs’ because human beings do not feel anything if these needs are not met, however becomes anxious if they are not. Thus, physiological needs for example eating and sleeping are deficiency needs, as are safety needs, social needs such as sexual intimacy, and ego needs such as self-esteem and recognition. In contrast, the fifth level of the pyramid is called a ‘growth need’ that enable people to ‘self-actualize’ or reach their fullest potential as a human being. Once people have met their deficiency needs, they turn their attention to self-actualization. However, only a few people are able to self-actualize as this requires people to exhibit good qualities such as independence, honesty, awareness, objectivity, creativity, and originality (Pieter *et al.*, 2006).



**Figure 2.7 Application of Maslow’s Hierarchy of Needs**

**Source: Werner (2007)**

#### **2.4.4.4 Goal Setting**

Locke and Latham (2002) explain that job performance can be enhanced through setting specific goals. The Goal Setting theory holds that giving people specific goals that are difficult and measurable but achievable result in high performance. This motivational theory for goal setting focuses on both the individual and the organization.

#### **2.4.4.5 Positive Reinforcement**

The theory of positive reinforcement is central to most motivational techniques. The positive reinforcement promotes positive behaviour (Silzer and Dowell,2010). The theory holds that the way to understand behaviour is to look at what triggers human action and its results Barkhuizen et.al (2014). This approach is called operant conditioning. In other words, the theory holds that behaviour that is followed by pleasant consequences is likely to be repeated while behaviour followed by unpleasant consequences is less likely to be repeated. This is also called the Law of Effect - Reinforcement.

The theory explains that environmental consequences are strong instruments that managers in firms can use to shape employees' behaviour. Either positive or negative behaviours can be targeted, but in a company setting, concentrating on rewarding desired behaviour assists employees to develop positive habits and is less likely to foster resentment than a more punitive approach (Silzer and Dowell, 2010).

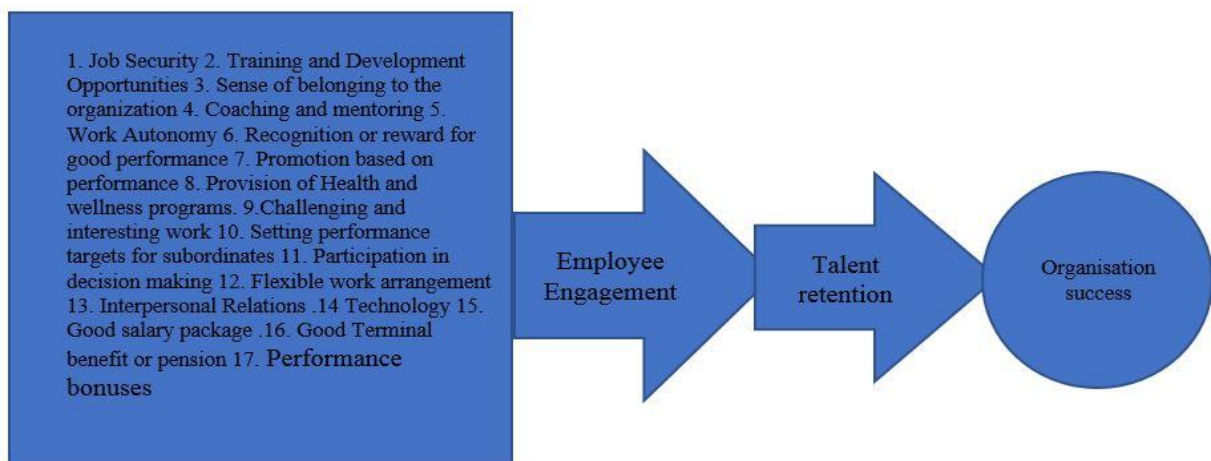
Ngobeni and Bezuidenhout (2011) found that the process of retaining talented employees in South Africa is even more challenging rather than finding the talented employees. It is the responsibility of line managers to ensure that employees are engaged to promote retention. While companies strive to engage and retain their skilled employees, managers have a bigger role to play in the engagement of employees. Even though some managers acknowledge the difficulty in attracting and retaining valuable employees there is still a challenge as some managers engage in practices that encourage staff turnover of top performers.

Barkhuizen and Mpofu (2014) found that it was essential for organizations to effectively manage talented employees as this benefits the organization itself. The positive outcomes from effective talent management have benefits for all those who are involved such as greater motivation, job satisfaction and work engagement for the employees.

#### 2.4.4.6 Organizational Environment Factors on Employees

According to Ngobeni and Bezuidenhout (2011) organizational factors such as culture and communication have a direct impact on the engagement of employees. Managers have a role to communicate a clear vision and goals of the organization. Silzer and Dowell (2010) assert that people join companies and leave managers, and therefore effective management is very important to the development and retention of strategic talent.

The culture of the organization will also determine whether employee engage with the organization and remain in the organization or whether the company will continue to lose talented employees. Accordingly, retention is a deliberate endeavor by an organization to create an environment which engages employees for a long-term period instead of short term as illustrated in figure 2.8 below.



**Figure 2.8 Impact of Organization Environmental Factors on Employees and the Organization.**

**Source: Samuel and Chipunza (2009)**

Chaminade (2007) cited in Samuel and Chipunza (2009) found that there are organizational environmental factors that have a strong impact on employees and organization. The differentiated rewards in an organization should be source of motivation for employees to be engaged with the organization and contribute to the motivation of employees.

The Maslow hierarchy of needs theory, the positive reinforcement and the impact of organization environmental factors on employees and the organization were considered to

understand how employees' behaviors at Durban Metropolitan Police Service are affected by consequences in particular the rewards.

#### **2.4.4.7 The Ageing Workforce**

According to Masibigiri and Nienaber (2011) retaining the right talent in South African organizations, is challenging because of recent phenomenon such as the inevitable retirement of the baby boomers, shortage of skills, employee mobility and the fact that the new generations X and Y who are becoming the new workforce are not likely to be loyal to employment as the baby boomers. It appears that once these individuals are employed, they are not likely to remain in that position for very long time. This phenomenon is more likely to create a challenge for organizations in retaining talent. Masibigiri and Nienaber (2011) found that factors such as career advancement, work-life balance, and compensation, and work content, utilization of skills, security needs, leadership and drive influenced generation Y public servants to remain in the organization.

According to Masibigiri and Nienaber (2011) organizations need to promote and create diverse environments that can cater for the outgoing baby boomers, the X generation and the Y generation. The diverse environment will harmonise the retention as generation X sense that they can learn from the experiences of others whilst generation Y members expected career development to be priority. In that case mentoring, coaching shadowing, promotions, career management, development performance management and succession planning improves the skills of the generation X and Y within the workplace.

According to the eThekweni Municipality talent management plan (2010) critical talent is identified as one of the challenges due to economic growth becoming increasingly scarce due to rapid economic growth on the one hand and a growing skills shortage on the other. To achieve the objectives of the IDP, the eThekweni Municipality must cultivate and retain existing talent and grow new talent rather than rely on recruitment alone. A talent management strategy must be employed to provide a pool of managers or leaders and technical specialists in all fields and in fields where there is a critical shortage of skills.

The talent retention construct will be used to understand if Durban Metropolitan Police Service has the necessary retention processes in place to ensure employee engagement and reduce staff turnover. The researcher will also use this construct to understand if retention processes are



integrated to other processes of the unit and whether the cultural mind-set of the organization supports the talent management process.

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## **2.5 Conclusion**

In this chapter, the review of literature relevant to the study of talent management was discussed. Chapter two focused on a definition of the talent management, the importance of talent management and the role of managers in talent management. The talent management stewardship model was discussed as it forms the basis for the study. This chapter placed a considerable emphasis on the four constructs of the talent management stewardship model by Sizzler and Dowell which are identification, assessment, development, and retention. The four constructs by Sizzler and Dowell were used to understand the manager's perception of talent management at Durban Metropolitan Police Service Unit based on the eThekweni Municipality Talent Management Strategy Plan (2010).

From the literature review it emerged that talent management can be used by organizations to ensure that they have the necessary talent despite the ageing workforce to remain competitive. The next chapter discusses the research design and methodology.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter refers to the methodology of the research and the methods that were utilised to collect and analyse data for this study. According to Naidoo and Mutinta, (2014) methodology in research is regarded as the blueprint for the research study as it integrates different components of the study. This study explores the manager's perception of talent management at the Durban Metropolitan Police Service. The chapter also addresses the ethical issues and explains how the issues of reliability and validity were addressed during the study by indicating actions put in place to safeguard that the research tools used were reliable.

#### **3.2 Research Design**

Creswell (2013) states that a research design is the plan of a study. For this study action research will be used. Action research is explanatory and focuses on the situation or the problem with the aim of finding a solution to the problem that has been identified. Action research design focuses on the purpose or objective of the study being conducted and is used to improve the practice within a given situation. According to Robson (2002) cited in Saunders et.al (2012) action research starts with an identified situation that needs to be addressed at a given time, proper planning takes place so that a solution to the problem can be found. According to Saunders et al. (2012) the strengths of action research strategy are a focus on change, the recognition that time needs to be devoted to diagnosing, planning, acting and evaluating the involvement of employees or practitioners throughout the process.

In this study, the inability of the municipality to retain skills and talent has been identified as one of the risks facing the organisation. The challenges and issues raised in the talent management strategy document for eThekweni municipality including Durban Metropolitan Police Service is the need to be address the skills shortages, loss of corporate knowledge, gaps in aligning business strategy to skills needs, lack of clear competency framework to identify necessary skills and identification of skills gap .The lack of a clear strategy to retain key technical and leadership talent, the inability to tap on the potential individuals across individual performance, innovation and opportunity are the issued that were identified as the problems to be investigated in line with Creswell (2010). Action research was therefore used as the study

sought to understand the manager's perceptions of talent management at the Durban Metropolitan Police Service.

### **3.3 Research Approaches**

There are three main broad categories of research methodologies which are qualitative research, quantitative research, and the mixed methods. Saunders et al (2012) define quantitative research as a method that uses data that is numeric or has been quantified usually in the form of percentages, incidents and patterns, hence data is reduced into statistics. The qualitative research approach uses data that is non – numeric with the aim of understanding and is conducted to understand a phenomenon in the form of opinions, motives, and feelings. It uses interviews, in- depth discussions observations and data analysis. The mixed approach is used when both the qualitative and quantitative research approaches are used. The research methodology for this study was qualitative as the research sought to understand the manager's perceptions towards talent management.

### **3.4 Research Instrument and Pre-Testing**

This study used the Talent Management Stewardship model by Sizzler and Dowell as the Conceptual framework. The talent management model identified by Silzer and Dowell (2010) is based on the four pillars which are integrated to form the talent management model. The business strategy and human resource strategy of the organisation must direct the needs of the talent management processes.

The four components of the talent process are: the identification of talent in the form of key or critical talent positions in the business, the assessment of competencies and skills, and the development of talent, the engagement and retention of talent. For the four components to be effective, they need to be supported by a culture of talent stewardship hence the business strategy should also support the talent management culture within an organisation. The questions for the study were developed for each objective, after having consulted appropriate literature. The questions for the research are in batches and each question is linked to a construct within the conceptual framework to ensure that all questions were linked to the objectives of the research.

### **3.5 Validity and Reliability in a Qualitative Study**

Although validity and reliability are common and essential criteria in quantitative research, such concepts were considered in this qualitative research study. According to Golafshani (2003) reliability and validity are essential criterion for quality in quantitative research. According to Madil and Gough (2008) and Watson (2011) cited in Nieuwenhuis (2016) to ensure reliability in qualitative research, examination of trustworthiness is crucial. To this end face validity of the study was ensured and the research was conducted professionally and scientifically to ensure reliability.

#### **3.5.1 The Qualitative Criteria for Validity**

According to Golafshani (2003) validity is a quantitative construct to determine if an instrument measures what it was developed to measure. It is tested by factor analysis. Bryman & Bell (2011) asserts that validity is concerned with the integrity of the conclusions that are generated from a piece of research. For this study factor validity was determined by the pilot study.

#### **3.5.2 The Qualitative Criteria for Reliability**

Golafshani, (2003) states that reliability is a quantitative construct that determines whether the findings of the study are likely to be the same if the study was replicated. This is determined by Cronbach's Alpha of 0.7 or greater. According to Shenton (2004) reliability ensures that if such a study were repeated, in the same context, with the same methods and the same participants that similar findings would be obtained. This research was conducted according to the scientific guidelines and every effort was made to avoid bias. It is thus contended that the research is reliable.

### **3.6 Trustworthiness**

Gupta (1981) cited in Nieuwenhuis (2016) states that the trustworthiness of data for qualitative research should consists of credibility, transferability, dependability and confirmability as the key components.

#### **3.6.1 Credibility**

In a study conducted by Goodman, Fanelli, & Ioannidis (2016) it was found that a study which has low methodological transparency has a detrimental effect on the credibility and

trustworthiness of the research results because it minimises the ability of others to draw conclusions similar to those reached by the original researcher.

According to Saunders et.al (2009) credibility may also be promoted through the supply of relevant information to participants before the interview. This can be done in a form of providing participants with a list of the interview themes before the event where applicable. This provide the interviewees with the opportunity in advance to consider the information being requested and allow them the opportunity to assemble supporting documents if required. In this study all participants were provided with the necessary themes for the questions to allow them opportunity to prepare e themselves for the discussion in which they were to engage.

To ensure that the research methodology was well established for this study and findings noted were credible, the researcher conformed in frequent debriefing sessions with the allocated supervisor where notes were reflected and checked. The data was also interpreted back to the participants of the study to verify the data gathered and avoid any ambiguity or confusion Nieuwenhuis (2016).

### **3.6.2 Transferability**

Saunders et.al (2009) asserts that transferability is the extent to which the findings of a study can be applied to other situations. Transferability ensures that another reader or researcher can duplicate the study. To allow for the transferability of the findings the researcher applied a thick description of context to ensure readers can make their own decisions about transferability. According to Lincoln and Guba (1985) a thick description is a way of achieving a type of external validity. Describing a phenomenon in sufficient detail provides the reader with an opportunity to evaluate the extent to which the conclusions drawn are transferable to other times, settings, situations, and people.

### **3.6.3 Dependability**

The researcher implemented the research design in correct relevance to the study with aid of the supervisor and the data analysis was processed in a manner that provided transparency on how the analysis process was practiced and how the researcher arrived at the interpretations Nieuwenhuis (2016). In qualitative research dependability is used in preference to reliability. For qualitative research to be dependable, the processes within the study should be reported in

detail, thereby allowing a future researcher or evaluator to get the same result when repeating the work,

### **3.6.4 Conformability**

Steps were taken to ensure as far as possible that the research findings were the result of experiences and ideas of the participants who provided information based on the interview questions. The findings of the study were shaped by the participants' subjective perceptions and experiences and not by researcher bias or interest Nieuwenhuis (2016).

### **3.7 Pilot Study**

A pilot study is used to simulate the main study. During the pilot study, fewer people are involved who are the same type as the final target group Gillham (2000). For this study a small pilot study was conducted to pre-test the interview questions with the aim of ascertaining how well the questions will be received by the targeted sample. The questions were pre-tested using two people to monitor whether the questions were not ambiguous or confusing.

During the pre-testing, the research process was to get some experience and confidence in data collection prior to conducting the actual research. Pilot studies are employed to deal with shortcomings in the interview guide with an aim of ensuring that a research instrument is able to collect data needed to answer the research questions or achieve the research objectives. The final interview guide was presented to one of the senior managers at Durban Metropolitan Police and subject experts for testing. Feedback from the senior managers and subject experts was used to improve the interview guide.

According to Simons (2009) the study site is the actual place or location where the study is to be conducted during the period of collecting data. In this study, the Durban Metropolitan Police Service Unit office in Durban was the site for the study. The municipality's geographical area runs along the coastline of the Indian ocean from Clansthal in Umkomaas on the south coast to Tongaat on the north coast and goes inland in as far as the Cato Ridge. The Durban Metropolitan Police Unit has a staff compliment of some 3000 employees at different levels and has municipality offices in various municipal buildings within the municipal area of jurisdiction servicing the community in terms of its mandate as part of local government.

According to Trochim (2006) the target population is the entire population from which the researcher collects the data where the study will be conducted. As mentioned previously in

chapter one, Durban Metropolitan Police has 3000 employees. The management layer has 8 senior managers and 20 middle managers. For this study, the population was made up of senior managers and middle managers since they have the responsibility of communicating and participating in the implementation of the strategy within the organisation.

### **3.8 Sampling Strategies**

Sampling methods is the process of selecting a small portion from the population to participate in the study (Yin, 2009). Being a qualitative study, non-probability sampling method was employed purposive sampling. Purposeful sampling allows a researcher to select participants with a purpose in mind. The study is targeting a certain group of managers at Durban Metropolitan Police and therefore purposive sampling was employed to understand the perceptions of the study population.

### **3.9 Sample Size**

The number of participants selected to participate in the study was 14 managers; made up of 4 senior managers and 10 middle managers. This represents half the population.

### **3.10 Sample**

A sample is understood as a portion of the entire population from which data is collected. Sampling is a process of selecting a small portion from the population to represent the entire population in terms of the required characteristics. Durban Metropolitan Police has eight senior managers and twenty middle managers. A total of fourteen managers made up of four senior managers and ten middle managers were selected using purposive sampling method.

### **3.11 Data Collection Methods**

The data for this study was collected using face to face semi - structured interviews with the four senior managers and ten middle managers at Durban Metropolitan Police. Semi-structured interviews give participants freedom to express their views in their own terms and can provide reliable, comparable qualitative data (The Robert Wood Johnson Foundation, 2008). The interview guide was designed and personally administered by the researcher. The interview schedule is attached (Appendix 1).

### **3.12 Data Quality Control**

To ensure credibility of the interviews, themes were created as a guide for each question based on the Talent Management Stewardship model by Silzer and Dowell (2010) which provided the framework for the study. The integrated talent management model by Sizzler and Dowell has four generic processes of talent management which are talent identification, assessment, and retention. Participants were provided with a list of the interview themes before the interviews to give them time to prepare themselves prior to the interviews. All interviewees were informed that the interviews will be recorded and agreed to such. The audio-recorded data subsequently transcribed prior to data analysis

### **3.13 Measurement**

Interviews were administered using semi structured in depth interviews. Qualitative data were analyzed using thematic analysis. According to Braun and Clarke (2006) the thematic analysis involves the process of identifying, s, and reporting patterns on themes within the data. Braun and Clarke (2006) further state that thematic analysis involves identifying, scrutinizing, recording themes or patterns within data collected. Thematic analysis organizes and describes data set in detail. The process requires the coding of data, searching for the themes, ongoing analysis and producing of the findings in a report.

### **3.14 Data Analysis**

Semi- structured interview questions were, and responses were converted into data. Coding of the data was conducted to have meaningful patterns of the data collected. According to Braun and Clarke (2006) thematic analysis is conducted through six stages which are familiarization with data, generating initial codes, searching for themes, reviewing the themes, defining the names of the themes and producing the report. Thematic analysis was used to analyze data collected in the study. The interview questions were utilised to understand the opinions, ascertain behaviour and attributes of the respondents.

### **3.15 Ethical Considerations**

Participants have a right to privacy and therefore their human dignity during the study was upheld. Before this study was conducted ethical approval was obtained from the University of KwaZulu-Natal ethics committee. The letter of approval to conduct the research was also obtained from the Durban Metropolitan Police Service through eThekweni Municipality.



Informed consent - All respondents in this study were given adequate information about the study and what it sought to achieve for them to give informed consent. Respondents were also informed about their right to decline to participate in the study or the right to withdraw should they feel the need to do so.

Privacy and confidentiality were prioritised and upheld to protect the participants. All respondents were anonymous, and no real names were used during the study except pseudonyms. This was done to protect that privacy of the participants.

### **3.16 Conclusion**

This chapter presented the research design and research methodology used in this study. This was followed by a discussion on the study site, and target population. The chapter presented the sampling method, data collection tools, and data analysis techniques employed in the study. The chapter dealt with data control measures and ends by discussing ethical issues taken into consideration in the process of this study. Chapter four presents the findings from the study.

## **CHAPTER FOUR**

### **DATA PRESENTATION**

#### **4.1 Introduction**

The objective of this chapter is to present the data that was collected as mentioned in chapter three and to analyse the findings of the study. This study explored the manager's perception of Talent Management at Durban Metropolitan Police Service to identify the gaps in talent management process and implementation within the department. A qualitative study utilizing in-depth interviews was conducted to collect data for the study where direct questions on the employees' understanding and experiences on the talent management practices at the Durban Metropolitan Police Service were posed to the participants.

Thematic analysis was used to analyse the data collected which helped to categorise the data into themes making it easy to understand. This chapter is made up of four sections which are: the review of the research process, the key research objectives of the study, the data presentation and the conclusion.

#### **4.2 Biographical Information**

Fourteen managers who are actively involved in the management of employees at Durban Metropolitan Police were interviewed for the study. The participants for the study were purposively selected from different race groups with varying lengths of experience and education.

Historically the Durban Metropolitan Police Service was a male dominated environment since the core function of policing was regarded as a male function in society. Recently the organisation was compelled to conform to the requirements of the Employment Equity Act which promotes equal opportunities for all. There are some observable signs of transformation in the department even though it is still dominated by males at management level.

Although the study is qualitative, tables and figures have been used to highlight the demographic issues relevant to the study. The table below represents the years of experience of all the respondents who participated in the study.

#### 4.2.1 Length of Experience of Respondents

The length of experience for the respondents in the study are listed as per the table below.

Years of experience	5-20	21-30	31+
No. of participants	6	4	4

*Table 4.1 Experience of Respondents*

#### 4.2.2 Race of Respondents

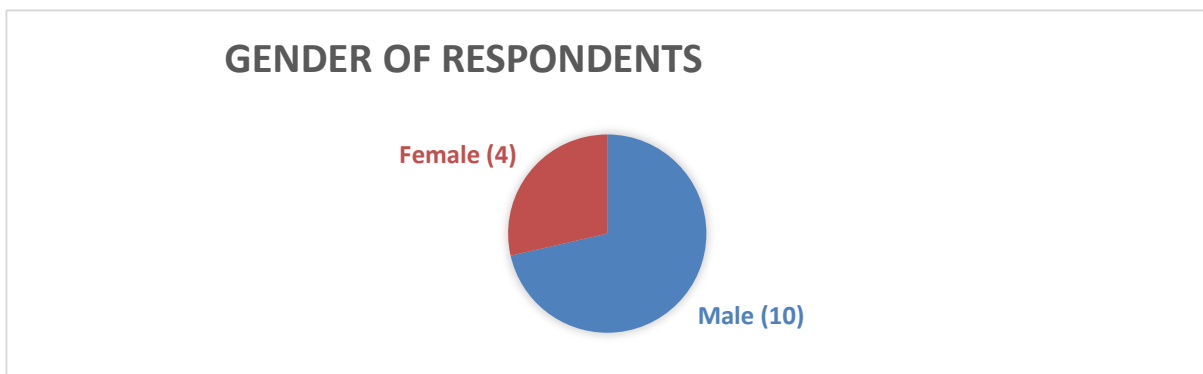
The table below represents the races of the respondents that participated in this study.

Black	Coloured	Indian	White
8	1	3	2

*Table 4.2 Race of Respondents*

#### 4.2.3 Gender of Respondents

The pie chart below graphically displays the gender of the respondents who participated in this study. Of the fourteen participants ten were males and four were females as presented in the figure below.



**Figure 4.1 Pie Chart for Gender of Respondents**

#### 4.3 Research Questions

- What are the strategic processes used for talent identification at Durban Metropolitan Police Service?
- What are the formal assessment processes that are in place to address talent gaps and the business strategy of Durban Metropolitan Police Service?

- What are the talent development actions undertaken to address the talent gaps at Durban Metropolitan Police Service?
- What are the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees?

#### **4.4 Presentation and Discussion of Findings**

Below is a presentation of the results captured during the interviews from the respondents who participated in this study and summarised in figure 4.2. The first research question sought to identify if the manager understood the concept of talent management process. The underlying motive for this question was to find out whether all the managers at Durban Metropolitan Police could appreciate the benefits of Talent management.

#### **Question 1: What is your general understanding of the term talent management?**

##### **Manager's response to general understanding of the concept of talent management**

- “It is the identification of strategic positions and the identification of suitable people to fill those positions at any given time in an organisation.”
- “It is a process of giving employees capacity in time to fill the identified positions, once you have developed the employees it is important to retain them so that they don't leave the organisation; employees need to be content within the organisation.”
- “It encompasses the activities that are involved in maintaining the human resource element within the organisation in as far as the identification and development is concerned and the retention of the people to ensure that the human resources element of the organisation is utilised to the fullest.”
- “It is the identification of strategic positions in an organisation and suitable people to be developed to occupy such positions should the need arise.”
- “It is the process of developing employees in an organisation so that they perform better and are ready to occupy strategic positions when required.”
- “It is a process of identifying certain employees, developing them to occupy certain positions for future purpose and retaining them in the organisation.”
- “It is the identification of strategic positions and people who can be developed to make up a talent pool to fill in certain positions if there is a need.”



**Figure 4.2 Word Cloud of Managers General Understanding of Talent Management**

Although the managers gave different definitions of how they understood talent management their versions were, the same and demonstrated the understanding of the concept of talent management. The finding above agrees with Silzer and Dowell (2010) understanding of talent management as an integrated set of processes and programs, cultural norms aimed at attracting, developing, deploying and retaining talent to realize goals. The managers' general understanding of talent management agrees with the talent management strategy which aligns talent management to providing resources to supply and demand of critical positions and key talent in the organization. According to Van Zyl et.al (2017) talent management remains a strategic priority in any organization or business that wants to be successful and therefore talent management should be prioritized and form part of the business strategy. McDonellet.al (2017) argues that when talent management opportunities are presented the organisation is more likely to benefit from motivated employees and maximised performance.

#### **4.4.1 Talent Identification Construct**

The process of identifying talent requires the organisation to determine the talent requirements that are strategically important to the organisation and once that has been done there is need to identify whether there is enough number of people available for the short-term and long - term talent needs of the organisation (Silzer and Dowell, 2010). According to Cunningham (2007) there are two main strategic options available when dealing with the identification of talent, one is aligning people with roles and the second one is aligning roles with people. Talent identification needs to look at two components which are the ability and capacity of the employee (see also Kaur, 2013). The ability is associated with the current performance of the employee whilst capability is associated with potential performance of the employee, hence the ability looks at the current situation now whilst the capability takes the future into

consideration. According to McDonnell et .al (2017) for organizations to be successful in talent management, there need to be talent management process in place within the organization that promotes the identification of strategic positions whilst providing the opportunity for talented individuals the opportunity to perform in such positions.

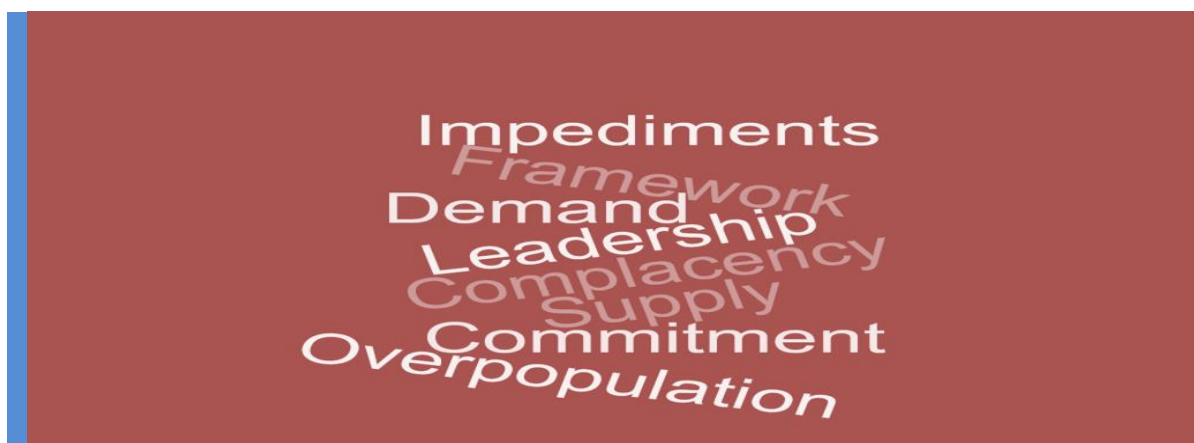
**Question 2: What are the talent identification processes in place at Durban Metropolitan Police Service? Are there any impediments in sourcing talent internally or externally?**

According to Van Zyl et.al (2017) line managers are directly responsible for identifying, selecting and recommending the high potential and high performing talented employees in their teams to become part of the official talent management pool. The study found that there was no clear talent identification process in place at Durban Metropolitan Police due to non-implementation of the talent management strategy. The lack of the talent identification process was already impacting on the organisational performance where there was an overpopulation of certain skills, the overloading of supervisors with work and the challenge in the upward mobility of females to senior positions within the organisation. The Word Cloud for Talent Identification Process is presented in figure 4.3.

**Respondent's Responses on Talent Identification Processes in Place at Durban Metropolitan Police Service:**

- “There is a lack of clear framework to identify talent within the organisation.”
- “There are no processes in place for identification of critical positions here. In fact, it is the opposite they wait for treasury to inform them which positions are funded instead of identifying positions and motivating for such.”
- “Durban Metro Police does not have any talent identification processes in place and therefore, there is no planning ahead and identification of critical skills.”
- “The lack of leadership to steer the department towards talent management is one of the greatest impediments for the department.”
- “There is a mismatch between demand and supply and as a result you have certain positions where people are overloaded with work, for example the supervisors.”

- “The gap of supply and demand is a challenge especially with females and it affects us negatively because we have high demand and less supply hence less females are appointed to senior positions. “
- “The element of complacency in our leadership has resulted in the job descriptions that are problematic, with requirements that are impediments to the upward mobility of females.”
- “Complacency is a problem; we have job descriptions that are sitting with irrelevant requirements which are restricting the female mobility.”
- “There are no processes and consequently there is a challenge on supply versus demand.”
- “There is lack of commitment to sort out problems from our leadership hence there is overpopulation on certain ranks.”
- “Metro Police needs various skills, but people are sometimes discouraged to study towards those skills then you end up with people studying one and the same thing resulting in overpopulation on certain qualifications or, yet you have skills which you are short of.”
- “There is Lack of commitment from management to sort out challenges that are barriers to talent management”.



**Figure 4.3 Word Cloud for Talent Identification Process**

The data collected and displayed above shows that all respondents were unaware of any talent identification processes at Durban Metropolitan Police Service. The terms that came out often during the discussion were commitment, complacency, demand, framework, impediments, leadership, overpopulation and supply. The respondents identified the lack of a clear framework to talent identification, lack of commitment from senior management to review the minimum qualifications for certain positions as an impediment that is causing overpopulation in certain positions, the lack of leadership to steer the organisation to talent management processes, leadership complacency being the impediment to certain employee mobility due to

non-review of job descriptions for certain positions which had a spiral effect in the whole organisation.

The findings on talent identification processes at Durban Metropolitan Police Service show that there are no clear identification processes due to lack of a clear framework to identify talent within the department. There was also a lack of strategic approach to balance talent demand and talent supply attached to strategic objectives of the organisation due to lack of planning.

The lack of projected skills and competency requirements has resulted in overpopulation in certain positions, the non-upward mobility for females to supervisory positions as well as management positions. The study revealed one of the impediments was the lack of proper monitoring of the demand versus supply as a result there are always challenges when people need to be promoted since the internal supply never meets the demand. Some managers associated this phenomenon to leadership shortcomings in steering the department towards talent management.

#### **4.4.2 Talent Assessment Construct**

Performance management, leadership assessments and engagement surveys are regarded as the forms of assessing talent (Silzer and Dowell, 2010). According to the eThekweni Municipal Talent Management Strategy (2010) the objectives of talent management is to implement a common framework or process with a common language throughout the municipal to proactively address talent management issues. In doing this the municipal identified performance management and the competence standards as the tools for identifying talent within the organisation that needed to be utilised to assess the strategic competencies and the career potential of the employees (Silzer and Dowell, 2010).

Silzer and Dowell (2010) refer to the skills that managers use to assess competencies during the selection processes and say managers can use the same skills when assessing their employees for development and potential. In the case of Durban Metropolitan Police, performance management is used to measure the key performances based on the performance indicators as detailed in the performance management agreement. The performance management tool for Durban Metropolitan Police Service also provides for the employee development after discussion between the employee and the supervisor.



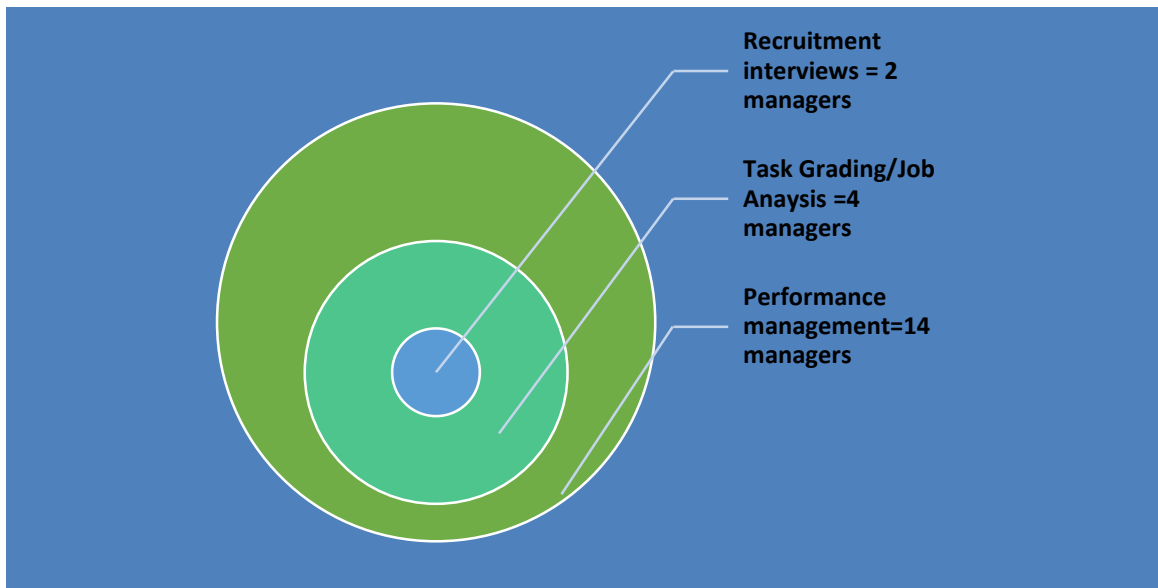
#### **4.4.2.1 Types of Assessment Methods in Place at Durban Metropolitan Police Service**

The following question was asked to the respondents on talent assessment to ascertain whether Durban Metropolitan Police Service has an assessment process in place to address talent gaps and how they were utilising the process towards achieving the talent goals. The Assessment Tools Identified are presented in the figure below.

**Question 3: Does your organisation have a formal assessment processes in place that addresses talent gaps?**

#### **Respondent's responses on talent assessment processes in place at Durban Metropolitan Police Service**

- “The assessment processes are conducted through performance management on quarterly mid-term and final reviews, there are key performance areas that if achieved adequately determine whether a person is due for a reward or not. The person must be informed of what is required from him on the onset, but this process does not groom a person for the next level it is mainly used for payment of the performance bonuses.”
- “The only formal assessments that we have is performance management where at the end of every financial year all employees are assessed on their performance for the previous year. The review of the performance is conducted during mid-term and the supervisor monitors the performance of the employee throughout the financial year. That is where you will see whether an employee has talent or not based on his or her performance.”
- “I think this happens at recruitment phase where a person is being interviewed to ascertain whether the competencies that he has acquired through or over the years of experience are going to be enough for him or her to undertake the duties of a position.”
- “Task grading can be used to assess the positions as well as the job requirements or, but it is a challenge because I have never seen any evaluations of our jobs.”
- “That is the issue of recruitment; assessments are conducted during recruitment interviews.”



**Figure 4.4 Assessment Tools Identified**

The assessment tools identified on figure 4.4 represent the response from the managers in numbers. A total number of fourteen managers were interviewed and all fourteen felt that performance management assessments are a proper tool to be used as a form of an assessment for talent management. Out of the fourteen managers, four managers added the review of positions in the form of job analysis or task grading to the performance assessment tool. The managers felt that job analysis or task grading was important to ensure that the employee competencies match the functions to be performed and that the competencies required in the job descriptions remained relevant always.

Two more managers added the recruitment interviews to both performance assessments and job analysis review. Managers felt that performance management assessments, job analysis reviews or task, and the recruitment interviews were all equally important. Managers felt that recruitment interviews were important as it gives the employer the opportunity to assess the person before employment making sure that suitable personnel were employed or promoted during recruitment.

#### **4.4.2.2 Performance Management**

Although performance management was highly recognized as a form of assessment, some of the respondents raised concerns in that the performance management process does not always achieve its desired outcome at Durban Metropolitan Police due to the focus on remuneration

rather than the and what it achieves for the employee and the organization. The Word Cloud of Performance Management is presented in the figure below.

**Follow up question: In your view, is performance management an effective tool to use in the assessment of talent?**

According to Caplan (2011) cited Van Zyl et.al (2017) performance management plays a significant role in the development, identification and assessment of talent management.

Performance assessments, communication and providing continuous feedback to employees assist both the manager and the employee to identify gaps and opportunities for development of the employee.

All managers agreed that performance management is the only tool used to assess employee performance. Although some managers felt that performance management was not used optimally at Durban Metropolitan Police some managers still felt that performance management was important to implement to achieve an effective talent management system in the department.

### **Reasons why managers felt performance management was an effective tool for assessments at Durban Metropolitan Police Service.**

- “Performance Management compels the managers to sit down with the employee and discuss their competency needs during the reviews and assessments. “
- “The competency profiles in the performance management assist the managers to identify the skills, knowledge and abilities that employees need to be able to perform optimally.”
- “Performance management can be an effective tool to assess talent if it is structured and implemented correctly.”
- “The compliance profile of the position helps the employer to identify the level of education or training that the employees have or need to have so that if there is a need for further development something can be done.”
- “If performance management is done properly it should give you an indication of the commitment of each individual because that commitment can be linked to the ambition of the person, that is where you can get the opportunity to talk to the subordinate to talk about

his performance and the aspirations that the person has and that is where you can discuss development, if a person is a performer and is willing to go places the forum is there.”



**Figure 4.5 Word Cloud of Performance Management**

The word cloud above represents the common words that came during the interview such as aspirations, competency needs, competency profiles, compliance profile, training and development needs, education and training.

The study found that performance management was an effective tool but needed to be used correctly and consistently because the activities that happen from the initial stages of performance management to the final stages can assist towards building talent. The compliance profile and competency profile can assist the employee and manager to identify the competency needs of the employee and provide direction to suitable training and development which will in turn assist the employee achieve on his current performance and further aspirations. The study found that through effective talent management the high flyers can be identified for further development whilst the underperformers also receive continuous monitoring and support which can improve their performance as well.

Although performance management was recommended as an effective tool for the assessment of talent at Durban Metropolitan Police, some managers raised concerns in the manner that it was handled, where in certain instances it was never used for its intended purpose. Managers alluded to the fact that because of the misdirection in the way performance management is applied, it has sometimes failed to achieve its objectives at Durban Metropolitan Police.

### **Reasons why some managers believe that performance management is not an effective tool for talent assessment at Durban Metropolitan Police**

- “The problem at Durban Metro Police is that with performance management managers have a tendency of focusing on the quantity rather than the quality of the work done. “
- “Because there is a reward at the end of the last assessment which happens at the end of the financial year people tend to focus on the remuneration than the whole process.”
- “During the performance management discussion with employees, little attention is paid to the development management process of the employee.”
- “The tool is supposed to be effective but as I said previously we are not using it as we should, the focus is on current skills to do the function at your current position. It does not measure your potential to perform at a higher level.”
- “Managers and employees focus on monetary compensation attached to it. It also is prone to favouritism. Some managers use it as a punitive mechanism to stifle certain employees.”
- “When the need for development is identified, it takes very long for a person to be developed. In certain instances, it can be after the final assessment because the planning for the Workplace Skills Plan happens annually and gets implemented the following financial year whilst the need for the development of a person is always immediate to ensure that a person perform optimally. Performance is sometimes urgent for the person to be able to achieve the desired level of performance.”
- “When performance management is conducted the focus is usually on the compensation to be received rather than the result or the actual assessment as the whole.”

According to DeSimone and Werner (2010) performance management should focus on an ongoing process of performance improvement rather than focusing on the annual performance assessment. This assertion by DeSimone (2010) places the burden on managers to ensure that all the process of performance management is prioritised from the initial stages of performance management to the final stages of assessment.

The word cloud below represents the common words that came during the interview such as assessment, rewards, bonuses, quality, quantity, and development goals. The study found that the focus on performance management was more on the annual performance assessments and rewards.



**Figure 4.6 Word Clouds of Reasons why Performance Management is not a Useful Tool for Assessments at Durban Metropolitan Police Service .**

The focus on annual performance assessment rather than continuous performance management means that the coaching and constant provision of feedback to the employee and the planning for individual development is not prioritised which can be detrimental to the development of the employee.

The responses from the managers regarding performance management showed that although performance management was used for talent assessment, there was a need for improvement on how the assessments were conducted at Durban Metropolitan Police to ensure that the assessment tool can yield the desired outcome for the organisation.

#### **4.4.2.3 Job Analysis /Task Grading and Recruitment Interviews**

Pieter et al (2006) state that the job analysis in an organization should be conducted to assess new positions within the department in order to ascertain the task, duties responsibilities and competencies required for the job. In a situation where there are new changes to the duties being performed, a review of the job is conducted to align the competencies required for the task. Pieter et al (2006) assert that the job specifications in a job description should state that the minimum qualifications the job applicants must possess to be considered for recruitment.

In this case of Durban Metropolitan Police, managers mentioned that part of the minimum requirements to a position of a supervisor were causing a lot of discontent within the organisation as some were no longer relevant but had not been reviewed which created a barrier and affected the upward mobility of employees. From the respondent's responses regarding

task grading or job analysis assessment tool does not seem to be used effectively for what it was designed for.

**Below are the managers responses to task grading assessment.**

- “The task grading has not been conducted for many years at Durban Metropolitan Police despite the changes that have taken place over the years. Right now, we are sitting with a crisis of the bike licence which is a barrier for many employees especially the females who want to move to the level of, yet it was conceded back in 2005 that the job specifications or qualifications for the supervisor did not require the bike license since there were no duties and responsibilities associated with the bike for the supervisor. There just seems to be no commitment so solve this problem.”
- “I have not seen any task reviews for the past ten years. This is now impacting on performance because the bike licences have proven to be a barrier for most employees especially the females during recruitment.”

**4.4.3 Conclusion to Assessments Construct**

Part of the objectives of the study was to determine if the strategic approach that the Durban Metropolitan Police department uses to assess talent addresses the talent gaps. The study found that Durban Metropolitan Police uses three methods of assessments which are performance management assessment for all employees, task grading or job analysis for positions and recruitment assessments for new employees.

Weaknesses identified by the participants on the performance management system were that the implementation of performance management was not conducted holistically where all areas were covered. The focus was on the outputs in the form of tasks to be performed and it neglected the inputs in the form of identification of competency gaps and employee development. The managers therefore felt that performance management tool did not assess the potential of the employee for future, but the focus was on the current functions.

Where development had been identified, it took longer to achieve due to clashes in time with the planning for the workplace skills plan which usually took place during the same financial year as the performance assessment but for implementation in the following year.

The study found that the department is not required to conduct the task grading or job analysis on positions every year such as the performance assessments, it was still required to conduct the review of the job analysis to ensure that employees competencies and the minimum requirements for positions correspond especially where there has been changes to functions performed to minimize the barriers.

The lack of willingness to sort out challenges associated with job descriptions that have changed or have been added to the tasks remain a challenge. Weakness in conducting task grading reviews and complacency by management, non-willingness to sort problems immediately attributed to lack of leadership.

#### **4.4.3 Talent Development Construct**

Employee training and development is one of the key factors in meeting the employer's strategic and operational goal (Pieter et al., 2006). The eThekweni Municipality Talent Management Strategy (2010) defines talent development as the various development activities that are taken to address the talent gaps, developing skills for current and future potential jobs. Development include creating wide ranging opportunities for employees. The importance of continuous development is emphasized by Rigori and Asplund (2016) by stating that organizations that continuously develop their employees are more likely to have enough talent pool.

Silzer and Dowell (2010) argue that actions and plans must relate to the needs of the firm if they are to be meaningful to employees and the organization. Rigori and Asplund (2016) states that coaching and ongoing discussions on matters that promote a culture of development within organizations was one of the important aspects that promotes talent management. The ongoing coaching and development motivate the employees whilst it assists with development.

The objectives of the study were to determine whether the strategic approach that the Durban Metropolitan Police Service uses to develop talent addresses the talent gaps. The following questions were asked to the participants to determine the development processes within Durban Metropolitan Police Service.



**Question 4: What mechanisms are available to develop talent and address talent gaps at Durban Metropolitan Police Service?**

**Managers who believe that the Durban Metropolitan Police development processes contribute to talent development.**

- “There are three types of training available at Durban Metro Police for its employees which are the technical training programmes offered internally at Durban Metro Police including the basic training as a Metro Police Officer, the Interpersonal Training Programmes which are offered through eThekweni Municipality as part of the Workplace Skills Plan including courses such as communications, customer relations, team training and so on. The last type of training is professional development where the municipality provide access to funding for its employees at any institution of higher learning.”
- “Talent gaps and development can be addressed through assisted education which is funded by the municipality by the payment of the fees for the employees who want to study further in their careers.”
- “The training and development opportunities are there but sometimes these efforts are hampered by some managers who in certain cases refuse to approve certain courses for training.”

**Managers who feel that the training provided does not contribute to talent management gaps.**

- “The department has the technical skills training programmes, the workplace skills plan for soft skills and provides funding for tertiary education for those who want professional development however none of these are attached to any plan whatsoever and therefore it is difficult to measure the outputs and say these are our successes and this is where we need to improve if we need to.”
- “Sometimes the training is not informed by the needs of the department or certain skills shortage within the organisation.”
- “The platforms that are available for training are not supported by any plan and that is why you find that there is no balancing what skills the department needs versus what people are being developed on. “

- “There is the Workplace Skills plan, but that does not empower you for the future instead you learn the soft skills that help you to do your job better and get to know how the systems of the municipality work.”
- “The Technical training in the form of refresher training does not empower you instead it helps you to have the necessary skills to do your job which means you are sharpening my skills on the existing knowledge.”
- “The assisted education is there but there is no monitoring of the courses that the employees study towards hence the department is unable to balance the demand against supply. But also, once people have completed their studies there is no mechanism to accommodate them that’s why some leave the department after they get their qualifications and go where they can use their qualifications and skills.”

The findings on this question show that although managers acknowledged that there were development opportunities available in the department, none of the development programmes were officially attached to any talent management process since there was no talent management plan in place. It is apparent that the strategy and implementation are not aligned. Some managers saw these development programmes as a contribution to talent management whilst some felt it was not contributing to talent management because there were no plans to measure the successes and ascertain whether the desired outcomes were achieved.

There are three areas of learning in place at Durban Metropolitan Police Service which are; technical learning, interpersonal skills training, and professional development and finally education.

Technical learning – There is a view that says this learning is provided to sharpen the skill of the members in their existing positions and therefore does not prepare the employees for the future.

#### **4.4.3.1 Workplace Skills Development**

These are soft skills provided to employees. There is a view from some respondents that this training development assisted employees to perform their functions better also but did not prepare the employees the employees for the future roles.

The assisted education was regarded by the respondents as a means that provided employees for future roles however members were not provided with opportunities or access to applied

learning once they have achieved their qualifications. There were no acting positions provided to members because of the remuneration barriers. Although members were given opportunities to work as team leaders that did not guarantee them that they will be appointed to the next position should a post be advertised.

**Follow up question: What are the impediments for Durban Metropolitan Police Service in recruiting selecting and retaining talent**

Below are the respondent's responses

- “We have job descriptions that are sitting with the compliance profile in the form of minimum requirements for the job that are no longer relevant.”
- “Our biggest challenge is for supervisory level where a bike license is a requirement, unfortunately this requirement has a spiral effect on all the levels above the supervisor because if you cannot appoint females at the supervisory level it means you cannot have enough pool of females to appoint to managerial positions.”
- “The failure to regularly review the job descriptions is one of the impediments.”
- “Leadership challenges is one of the weaknesses We have seen people who have no knowledge or experience in the police environment coming to take up positions in the department and then they end up fighting with people so much that certain people have had to leave the department due to unhappiness.”
- “Leadership is the problem, if you sort leadership issues there will be no impediments. I think over the year things have been clouded by politics.”
- “The pool of people is not enough to choose from and the upward mobility rooming is not conducted to have more pool to choose from.”

Several factors were identified as impediments such as job descriptions that have not been reviewed to address the minimum requirements for the job, politics, lack of leadership to provide direction, lack of programs to provide coaching and mentorship, failure to balance talent demand and supply.



**Figure 4.7 Word Clouds on Impediment for Talent Development**

**Follow up question: Do the outgoing managers take time to mentor/coach their internal successors before they leave the organization**

Below are the common responses from the respondents

- “I am not sure of any mentoring and coaching that happens within the department.”
- “I am not aware of any programs that are in place.”
- “Where this takes place, it is not planned or structured.”
- “There is no framework on how to conduct any coaching and mentoring”

The responses above reflect that there is no clear plan for mentoring or coaching.

**Follow up question: Is there a succession plan or management programs in place? Do these activities form a substantive component of the organizations strategy/strategic plan?**

Below are the respondent’s responses

- “There is no succession plan at all. There is no succession plan but now it’s a pick and chooses as I am talking to you we still have gaps.”
- “Nobody talks about succession plan because there is a misunderstanding with regards to what succession planning is. The succession plan is associated with senior positions only as result people do not like to discuss succession.”
- “The disadvantage of not having the succession plan is that when certain people leave the organisation they take all knowledge and expertise with them without having transferred such knowledge to the next person who is still left behind in the organisation. The lack of succession plan has resulted in inconsistencies, dysfunctional systems and loss of

knowledge as some people take all the information with them when they leave the organisation."



**Figure 4.8 Word Cloud of Talent Development Findings**

#### **4.4.3.2 Conclusion to Talent Development**

The study found that talent development was provided through three learning areas which were the Technical Training programmes designed for basic police officer training and refresher trainings, the second one was the Interpersonal Training Programmes which are offered through eThekweni Municipality as part of the Workplace Skills Plan including courses such as communications, customer relations, team training and so on and the last type of development identified professional development where the municipality provide access to funding for its employees at any institution of higher learning.

There were no mentoring and coaching programmes, no succession plan in place and there is no formal transfer of knowledge from the outgoing managers. The challenges identified were mostly associated with failure to implement talent management practices or alignment of positions with functions. Some managers complained about the lack of leadership to provide direction within the department.

#### **4.4.4 Talent Retention Construct**

According to Schuler, Jackson, and Tarique (2011) the Public Service Commission report for 2010 found that most of its public service managers are not competent in human resource tasks such as compensation, recruitment and selection, performance management, organizational development safety and wellness yet these skills are critical for the effective management of a talented workforce in the public sector. Ahmad et.al (2018) it was indicated that where employees are content and motivated, the employee turnover is more likely to be less than in

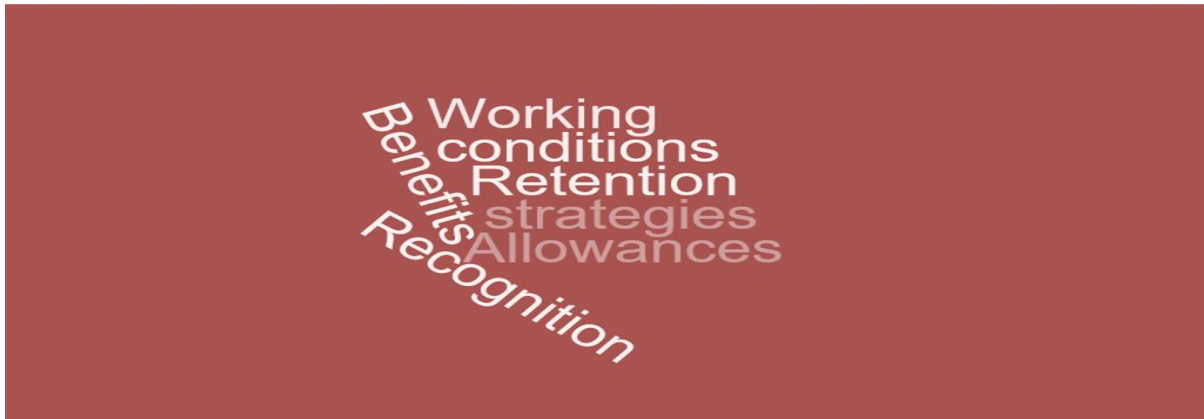
situation where employees are not content or motivated. The study which was conducted on police personnel found that professionally committed and content police officers are less likely to leave their organization.

#### **4.4.5 What are the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees?**

##### **The following Responses Were Received from the Respondents:**

- “We have benefits and allowances, but these are regarded as generic benefits because they are paid to all employees. There are no benefits that display the recognition of talented employees.”
- “We do not seem to have any retention processes within the department.”
- “You would think that because there is assisted education programs for training and development available where the municipality pays for studies people will stay in the organisation, but once employees complete their studies there is no clear plan for employees hence they find better employment elsewhere.”
- “Employees are not exposed to functions that are above their scope of employment to ensure that there is transfer of knowledge and institutional memory as a result out development is still lacking.”
- “There is no clear framework for the department on how to cater or deal with the needs of the younger generation which is the new workforce these days.”
- “The non- implementation of the talent management processes as required by the eThekweni Municipality Talent Management Strategy directive is a challenge for the department hence there are no clear strategies.”
- “We don’t seem to have any mentoring or coaching processes in place for employees that can expose the employees to challenging jobs.”
- “Previously the department will use the acting positions as the means to expose the employees to challenging jobs and transfer the knowledge but that was stopped due to politics.”
- “The organisation has not adapted itself to the changes where it need to accommodate various employees with difference personal challenges that affect work conditions such as women with small babies that might not be able to work at night time and create spaces or functions to accommodate pregnant women. “

- “Although the working conditions are good people still feel that there is lack of recognition for good work.”



**Figure 4.9 Word Cloud of Talent Retention**

The study found that there was a lot of emphasis on the working conditions and the benefits that the department pays to the employees. Although the managers agree that these benefits are good and provide the foundation for employee retention, they also indicated that these benefits are no longer enough on their own to keep the employees within the organization. The managers mentioned that employees needed more as a form of recognition for excellent work. Employees were also not getting the opportunity to perform any challenging jobs since the acting positions had been terminated. The department has also over the years changed its employment pattern and employed females where previously the department was male dominated.

Locke and Latham (2002) mentions the goal setting motivational theory as one of the theories that can be utilized to motivate employees by giving people specific goals that are difficult and measurable but achievable result in high performance. This motivational theory for goal setting focuses on both the individual and the organization in that the employee feels appreciated whilst the organization benefit through developed employee competencies

According to Silzer and Dowell the Positive Reinforcement can be used to promote positive behavior employees hence improving on the positive habits. In a company setting, concentrating on rewarding desired behaviour assists employees to develop positive habits and is less likely to foster resentment than a more punitive approach (Silzer and Dowell, 2010).

#### **4.4.4.1 Compensation and Rewards Retention Approaches**

According to Silzer and Dowell (2010) talent retention can be achieved through leadership engagement, analysis of the retention processes that are in place, providing rewards and recognition for reliable performance through differentiated reward and measuring the effectiveness of the retention strategy. This assertion by Silzer and Dowell is supported by the eThekweni Talent Management strategy (2010) eight-point plan which requires managers to develop the culture of learning and growth, coaching and mentoring, providing access to challenging jobs opportunities for talented employees, review of performance and recommendation of incentives for the employees.

According to Collings (2009) cited in Van Zyl et.al (2017) employees who create and contribute value to the organization should get value back from their organization in the form of recognition. Talent retention goes hand in hand with making available opportunities for employees, introducing high potential employees on critical work projects and also progressively growing and promoting people within the organization. The rewards or compensation processes are made up of extrinsic and intrinsic rewards. The extrinsic rewards refer to monetary rewards and benefits such as salaries, bonuses, commissions, insurance, retirement funds, medical benefits, and any other fringe benefits that the company may offer. Compensation can be divided into monetary rewards and benefits. A total compensation system includes the extrinsic and intrinsic rewards, is more likely to satisfy the employees (Pieter et al., 2006).

All participants at Durban Metropolitan Police Service responded by saying they were not aware of any employee retention processes available within the department yet they were beneficiaries of all the good packs which they said the department provides for them. According to Maslow (1943) as cited in Pieter et al (2006) states that there are five levels of needs that people would require in life. Maslow argues that human beings are driven to achieve certain needs and that some needs take precedence over others.

According Ahmad et.al (2018) it was found that the Maslow theory of does not concentrate on the organizational feature of work motivation but it focuses on the individual and the influence of the individuals needs on work motivation. In this regard, once a certain need is satisfied, an individual will want satisfaction on the next need hence we see the managers not



making any emphasis on the employee benefits that all employees receive as a retention process for the organisation.

All the participants mentioned that the conditions of employment were good, which is regarded as part of the retention strategy however these conditions were not enough on their own. Regarding talent development, the participants responded by saying there were no specifically designed programs but there was mechanism to learn through assisted education.

The study found that there were a whole lot of benefits but insufficient to retain the employees. All managers emphasised the need for recognition as the driver for loyalty. The benefits satisfied certain needs of the employees and were regarded as extrinsic rather than intrinsic. Managers felt that none of benefits provided for the employee recognition, promotion opportunities, and interesting work for the employees hence they were not contributing enough to loyalty within the organisation at Durban Metropolitan Police.

All managers emphasised the need for recognition as the driver for loyalty. The study found that although there were many benefits or allowances mentioned, most managers' see these benefits as insufficient to retain the employees. According to Ngobeni and Bezuidenhout (2011) the process of retaining talented employees in South Africa is even more challenging rather than finding the talented employees. While companies strive to engage and retain their skilled employees, managers have a bigger role to play in the engagement of employees. It is therefore the responsibility of line managers to ensure that employees are engaged to promote retention.

#### **4.4.4.2 Generations in the Workplace**

**Follow up question: In view of the ageing workforce what mechanisms there are to cater for generation X and Y whilst maintaining the balance with the baby boomers in the workplace?**

Issues of employment equity brought change in the phenomenon of male dominance at Durban Metropolitan Police where the organisation found itself with more young females as employees. This question tested the mechanisms that are in place at Durban Metropolitan Police to adjust to the change that is brought by the younger generation especially the females because the baby boomers are already on their exit phase within their careers.

According to Masibigiri and Nienaber (2011) organizations need to promote and create diverse environments that can cater for the outgoing baby boomers, the X generation and the Y generation. The diverse environment will harmonise the retention as generation X sense that they can learn from the experiences of others whilst generation Y members expected career development to be priority. In that case mentoring, coaching shadowing, promotions, career management, development performance management and succession planning improves the skills of the generation X and Y within the workplace.

The study found that there has not been much consideration from management to cater for the current environment which require some changes from the department itself in the way it operates. Although the Metropolitan Police Service is considerate in providing things such as compassionate or family responsibility leave for mothers and fathers when their children are sick there has been a slow pace in making other changes that cater for the needs for the younger generation. This has resulted in managers making decisions which are inconsistent with each other due to lack of policy in that regard.

Since the younger generation is the workforce of today, the Metropolitan Police Service needs to have mechanisms in place to cater for the needs of the younger generation.

The non-implementation of the talent management strategy has resulted in the Durban Metropolitan Police not having any retention processes in place for its employees. The police service provides access to training and development however there are no mechanisms to ensure that people do not leave the organisation once they have been developed for the police service to see the returns on the investments on its staff development. According Van Zyl et. al (2017) leadership is responsible for the implementation of the business strategy in an organization, if the leadership of the organization is not actively involved in talent management initiatives, the talent management practices will not take priority in the organization. Najm and Manasrah (2017) every leader, manager and supervisor should contribute to talent management by taking responsibility and accountability for attracting, developing, deploying, and retaining talent within the organization to ensure that talent management is successful. In this manner talent management becomes the culture of the organization.

#### **4.4.5 Conclusion**

The findings in this study show that Durban Metropolitan Police Service does not have a talent management process in place despite the municipality having recommended that all departments within the municipality use the already approved talent management strategy. The findings show that the police service has no identification process in place for talented people and strategic positions. This has resulted in a backlog in recruitment and promotions due to job descriptions that have not been reviewed for years and are sitting with qualification requirements that are no longer relevant.

The findings also show that although managers conduct the performance assessment on employees, these assessments do not contribute to any talent management process in a meaningful way since the focus was on remuneration associated with performance management and therefore cannot contribute towards talent development and talent management. With regards to development and staff retention the findings also show that there is a mismatch on qualifications since there is no monitoring of the staff development and when employees are developed there are no mechanisms for coaching and mentoring or exposure to any challenging jobs to make the employees feel that they are being recognised within the organisation.

Chapter Five which follows contains the overall conclusion and recommendations made based on the findings of the study.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

In determining the manager's perception of talent management at Durban Metropolitan Police Service, the study found that the managers were not aware of the talent management strategy that was in place within the municipality due to none implementation of the strategy and therefore all their activities towards talent management were not driven or guided by the talent management strategy. This chapter begins with a recap of the research objectives that guided the study. Thereafter the findings related to each of the themes that emerged from the data collected during the interviews will be discussed in detail. The conclusions reached and recommendations that can be suggested based on each theme are outlined below.

#### **5.2 Research Objectives**

- i. To determine the strategic processes used for talent identification at the Durban Metropolitan Police Service Unit.
- ii. To ascertain the formal assessment processes in place that address talent gaps and the business strategy of Durban Metropolitan Police Service Unit.
- iii. To understand the talent development actions undertaken to address the talent gaps at Durban Metropolitan Police Service Unit.
- iv. To determine the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees.

#### **5.3 Research Findings**

Each objective was presented, and the findings related to each objective were discussed. Conclusions and recommendations for each objective were also made.

#### **5.4 Objective: Talent Identification**

##### **5.4.1 Findings from Respondents**

The objectives are to determine the strategic processes used for talent identification at the Durban Metropolitan Police Service Unit.

1. The findings on talent identification process at Durban Metropolitan Police Service showed that there were no clear talent identification processes in place due to lack of clear framework to identify talent within the department.
2. The study also found that the none implementation of the existing talent management strategy which was developed for implementation by all departments within the municipality was the cause to the non-availability of the clear framework to identify talent at Durban Metropolitan Police Service.
3. The study also found that there was no focus on any positions for talent identification as a result the department had a shortage of supervisor's due to failure to balance the talent demand with talent supply.
4. The department was also facing a challenge of job descriptions that had minimum qualifications that were no longer relevant but had to be enforced during recruitment due to the job analysis or review on the job descriptions that were not conducted by the department.
5. The study also found that the failure by the department to review the bike licence qualification requirements on the position of the supervisor was an impediment which had a spiral effect on all other management positions since it affected the upward mobility of females within the department.
6. The study also found that managers felt that there was a lack of commitment from the department to review the qualification requirements on the job descriptions which was having a negative effect on the employees and the organisation itself since it was suffering with the shortage of supervisors and discontent for the employees.
7. The study revealed the impediments to proper talent identification was the lack of proper monitoring of the demand versus supply as a result there are always challenges when people need to be promoted since the internal supply never met the demand.
8. Some managers associated these challenges at Durban Metropolitan Police to leadership shortcomings in steering the department towards talent management.

#### **5.4.2 Findings from Literature Review**

The findings from the literature identified the following:

According to Ehlers and Lazenby (2010) the successful implementation of any strategy in any organization is highly dependent on the leadership of the organization as well as the managers within the organization. From these assertions, the successful implementation of talent

management at Durban Metropolitan Police will be highly dependent on leadership and management of the department at all levels.

The eThekweni Municipality Talent Management Strategy (2010) plan document alludes to the fact that there is a need to develop and encourage a leadership style that promotes a talent mindset at all levels. The strategy provides that talent identification should be on senior management, top management as well as mission critical posts and scarce skills positions that pose a risk to the business operation of the municipality within the department however no talent focus had been identified at Durban Metropolitan Police during the time of the study.

According to Ehlers and Allenby (2012) the strategy implementation is the responsibility of management at all levels however research shows that most strategies fail at implementation phase due to barriers within the organisation. According to Becker, Huselid, and Beatty, 2009 there is a concern amongst the researchers that despite the workforce being the most expensive tools within the organisations, it is still poorly managed asset in most organisations.

In a study conducted by Koketso and Rust (2012), cited in Barkhuizen (2014) it was found that research continues to point out problems in the South African public service that lead to the failure to deliver quality services to the local population as the lack of proper talent management within the sector. The study further found that the continuing poor service delivery was a direct result of talent management strategies that fail to retain key talent in the public service. (Mabille and Barkhuizen, 2013; Schutte and Barkhuizen, 2014). In view of the literature there is a need to take talent management serious, Durban Metropolitan Police as the public service cannot continue to ignore the lack of proper talent management as it affects service delivery.

From this literature, the framework for talent identification is clearly available however, due to poor communication and the failure to implement the talent management strategy within the department; managers were not aware of the talent identification process. This resulted in some managers not using any framework for talent identification.

The talent management framework is available for the managers to use as a guide in identifying talent. For talent management to be effective at Durban Metropolitan Police, managers need to

start working according to the talent management strategic plan in order to meet the objectives of the organization.

According to Bergeron (2006) successful organizations make their talent management strategy part of their strategic planning process and integrate it into daily operations so that it becomes part of the business plan or business strategy. This is in line with what the eThekweni Municipality is trying to achieve but has not succeeded due to none implementation of the strategy at Durban Metropolitan Police. According to McDonnell et al (2017) found that for organizations to be successful in talent management, there need to be a talent management process in place within the organization that promotes the identification of strategic positions whilst providing the opportunity for talented individuals the opportunity to perform in such positions. Line managers are directly responsible for identifying, selecting and recommending the high potential and high performing talented employees in their teams to become part of the official talent management pool.

#### **5.4.3 Conclusion for Objective One**

The complaint by the managers that there was no clear framework for talent identification process was caused by the department not having implemented the talent management strategy at Durban Metropolitan Police Service. Had the talent management strategy been implemented, managers would have had access to the framework as a guide for them on how to manage talent within the department.

The literature continues to show that the successful implementation of any strategy in an organisation is dependent on the commitment by its leadership and managers involved. As stated by Ehlers and Lazenby (2010) 'The successful implementation of any strategy in any organization is highly dependent on the leadership of the organization as well as the managers distributed throughout the organization,' Hough et al, 2010 further support this notion when he states that the strategy execution requires the participation of every manager and, managers should be asking themselves what should each of them be doing to contribute to the implementation process of the strategy to achieve a flawless execution of the strategy. In this regards Durban Metropolitan Police Service can be expected to devise a plan on how they are going to implement the talent management strategy if they want to get the results as mentioned in the talent management strategy.

#### **5.4.4 Recommendations for Objective One**

It is suggested that Durban Metropolitan Police Service implement the talent management strategy as per directive by the municipality to ensure that the department has enough talent pool which will make it able provide the services to the community without any hindrances. The talent identification process must be conducted in line with the framework provided in the eThekweni Municipality Talent Management Strategy. Durban Metropolitan Police Service has the mandate to provide quality service to the community and the department will not be able to perform optimally if it fail to develop and retain talent. The study conducted by Koketso and Rust (2012), cited in Barkhuizen (2014) alluded to the fact the municipalities were losing talent, yet talent management was never made priority.

### **5.5 Objective Two: Talent Assessments**

#### **5.5.1 Findings from Respondents on Formal Assessments**

Part of the objectives of the study was to ascertain the formal assessment processes in place that addresses the talent gaps and the business strategy at Durban Metropolitan Police Service. The respondents mentioned that Durban Metropolitan Police uses three methods of assessments which are performance management assessment for all employees, task grading or job analysis for all positions in the department and recruitment assessments for new employee selection however there was no discussion around recruitment interviews.

##### **5.5.1.1 Performance Management**

- Managers acknowledged that performance management was a good tool to assess talent however in certain cases it was never used for its intended purpose.
- Weaknesses identified by the participants on the performance management system was that the implementation of performance management was not conducted holistically where all areas were covered, the focus was more on the outputs in the form of tasks to be performed and it neglected the inputs in the form of identification of competency gaps and employee development.
- The managers felt that performance management tool did not assess the potential of the employee for future tasks, but the focus was on the current functions.
- Where development had been identified during performance management assessment, it took longer to put employees on development programmes due to clashes in the timing for the planning of the workplace skills plan which usually took place during the same financial



year as the performance assessment, but development implementation would be in the following year.

### **5.5.1.2 Job Analysis / Task Grading**

The job analysis or task grading is one element that was brought by the respondents to the topic as part of the responses as they felt that the slow pace by the department in re-grading certain positions was hampering talent management since some of the positions still required competencies that were no longer relevant to the functions.

The study found that although the department was using task grading for job analysis of positions or tasks the department was not required to conduct the task grading or job analysis on positions every year the same way it was it had to do performance management assessment.

- The study found that the department was however expected to timeously conduct the review of the job analysis to ensure that employees' competencies and the minimum requirements for positions correspond especially where there has been changes to functions performed to minimize the barriers.
- The study also found that because the task review of the positions has not been conducted for over a long period of time, certain positions are sitting with entry requirements which are no longer relevant, yet those requirements are creating barriers e.g. the bike licence.
- The study found that there was a misalignment of positions with the tasks. This has resulted in all employees each having two ranks attached to each person for example:  
Senior Superintendent =Director; Superintendent =Senior Superintendent;  
Inspector = Superintendent; Sergeant =Captain;  
Senior Constable = Inspector or Sergeant; Senior Constable = Senior Constable and so managers referred to this as a dilemma which causes confusion when people apply for positions as they end up confusing the existing positions that they occupy.
- Managers viewed the lack of commitment in conducting task grading reviews to complacency by senior management, non-willingness to sort problems immediately and attributed it to lack of leadership.

### **5.5.2 Findings from Literature on Assessments**

According to Caplan (2011) cited Van Zyl et.al (2017) performance management plays a significant role in the development, identification and assessment of talent management.

Performance assessments, communication and providing continuous feedback to employees assist both the manager and the employee to identify gaps and opportunities for development of the employee.

The eThekweni Municipality Talent Management Strategy (2010) identifies performance management as the tool that managers must use to identify the high flyers for talent identification whilst the underperformers can also get constant monitoring through coaching within performance management. From this assertion, it follows that performance management assessments can be used to assess talent provided it is applied holistically so that it can address the current skills and the future potential capabilities or skills for employees.

According to Silzer and Dowell (2010) competencies and skills assessment that address talent must be conducted by organizations as a normal assessment processes to identify the current and future capabilities against business performance, strategic competencies, and career potential. From what Silzer and Dowell are saying, the view from the respondents that performance only assess the current skills need to be shaped to be in line with the assertion from Silzer and Dowell so that it can achieve the objectives of the talent management strategy which identifies performance management as the tool to identify the high flyers for talent.

McCauley and Wakefield (2006) raise the importance of giving honest feedback when conducting performance management assessment as one of the key issue to successful performance management. McCauley and Wakefield argue that receiving constructive criticism, giving, and receiving valuable feedback is an essential way that managers can contribute to the organizations talent development. This view is also supported by Silzer and Dowell (2010) when they state that performance management system is more effective when managers understand that they should take a positive and constructive role in employee performance to ensure that the objectives are achieved. Managers should therefore be skilled in the assessment of performance results, behaviors, competencies to achieve positive results.

From this assertion when managers assess performance they should then conduct the overall performance of employees and focus on all other aspects as well such as development gaps

instead of focusing on rewards only. In view of this literature, managers need to ensure that when assessing performance, the focus is not just on the reward, but it must take all aspects into consideration because development of strategic competencies is of paramount importance as a foundation.

According to Silzer and Dowell the assessments are important as they assist the organization to balance the skills and competencies of managers against the positions that they should occupy. Ignoring the assessments can lead to a mismatch in positions versus skills required knowledge, skills and job placement. (2010)

In a situation where there are recent changes to the duties being performed, a review of the job is conducted to align the competencies required for the task Pieter et.al. 158. This view by Pieter et al. 2006 supports the assertion by managers that reviews should be conducted on positions where functions have changed but jobs are still sitting with qualifications that are no longer relevant to the jobs.

### **5.5.3 Conclusion for Objective Two**

All the literature referred to in performance management assessments requires the managers to take into consideration all other aspects of performance such current performance and competencies, gaps identified in competencies, development, and future competencies to ensure that the objectives of the performance management are achieved.

Literature shows that managers need to be skilled in the assess performance assessments they should focus on the deliverables, the skills or training required to develop the employee and the reward to ensure that the performance management is conducted holistically and meets its objectives. Job descriptions must also be reviewed where required.

### **5.5.4 Recommendations for Objective Two**

Performance management should be used to achieve all desired outcomes of performance management not to focus on rewards.

## **5.6. Objective Three: Talent Development**

### **5.6.1 Findings from Respondents**

- The study found that there were three types of talent development mechanisms at Durban Metropolitan police and these were technical training programmes offered internally at

Durban Metropolitan Police including the basic training as a Metropolitan Police Officer, the Interpersonal Training Programmes which are offered through eThekweni Municipality as part of the Workplace Skills Plan including courses such as communications, customer relations, team training and so on and the last type of development identified professional development where the municipality provide access to funding for its employees at any institution of higher learning. The study found that there were no mentoring and coaching programmes in place and there was no succession plan.

- Several factors were identified as impediments such as job descriptions that have not been reviewed to address the minimum requirements for the job, politics, lack of leadership to provide direction, lack of programmes to provide coaching and mentoring, failure to balance talent demand and supply.

### **5.6.2 Findings from Literature**

Rigori and Asplund (2016) states that coaching and ongoing discussions on matters that promote a culture of development within organizations was one of the important aspects that promotes talent management. The ongoing coaching and development motivate the employees whilst it assists with development. The eThekweni Municipality Talent Management Strategy (2010) define development as various development activities that are taken to address the talent gaps developing skills for current and future potential jobs. Development also includes applied learning, where opportunities are created for key talent to learn on the job through new appointments, project roles, secondments, or exchanges. Employees will be afforded an opportunity to discuss career aspirations and development needs during career discussions.

Although there are no mentoring and coaching programs at Durban Metropolitan Police, the eThekweni Municipality Talent Management Strategy (2010) provides that development involve amongst others continuous training and development, coaching and mentoring, providing access for employees to challenging jobs, ensuring that employees are exposed to applied learning within the working environment. Conducting competency gaps analysis and providing training where required. From this literature, the assumption is that if Durban Metropolitan Police can implement the talent management strategy entirely it will have to create programs for coaching and mentoring, and applied learning as provided for in the talent management strategy and be able to create development planning for both current and future roles which can accelerate growth in the organization.

According to Caplan (2011) cited Van Zyl et.al (2017) performance management plays a significant role in the development, identification and assessment of talent management. Performance assessments, communication and providing continuous feedback to employees assist both the manager and the employee to identify gaps and opportunities for development of the employee. Silzer and Dowell (2010) say that development actions and plans must relate to the needs of the organization and the opportunities identified in the business plan and the high flyers are exposed to mission crucial positions and developed accordingly. It is noted that Durban Metropolitan Police does not have a talent management strategy due to non-implementation of the existing strategy, it therefore follows that if the talent management strategy is implemented most of the challenges raised by the managers as challenges towards talent could be resolved. According to Kaye, 2002 cited in Silzer and Dowell (2010), for talent development to be effective there must be an integration of processes that aims on creating development actions.

The organization must provide the environment that promotes continuous development through its processes and tools. There is a need for managers to be skilled in identifying areas that need improvement or development. Managers must be able to identify and source appropriate resources and opportunities, mentoring and coaching on an ongoing basis and provide feedback. This literature confirms the need for the talent management to be part of the business strategy to create a culture of talent management within the organization. This is also supported by the eThekweni Talent Management Strategy which says this strategic imperative for the municipality is to have all units to have a talent mind set (2010).

### **5.6.3 Conclusion for Objective three**

Although there are certain programs at Durban Metropolitan Police that contribute towards talent management, these programs are not effective because there is no strategy in place which make these programs to be fragmented.

### **5.6.4 Recommendations for Objective Three**

Durban Metropolitan Police Service should implement the talent management strategy so that all the activities that the managers are already performing towards talent development will feed towards the strategy and ensure that the objectives of the talent management strategy are met.

## **5.7 Objective Four: Employee Retention**

### **5.7.1 Findings from Respondents**

The non-implementation of the talent management strategy has resulted in the Durban Metropolitan Police not having any retention processes in place for its employees. The department provides access to training and development however there are no mechanisms to ensure that people do not leave the organisation once they have been developed.

The department also provides a lot of benefits to its employees, but some managers felt that these benefits were generic since they were to be paid to all employees. Managers felt that the benefits paid did not display a message of recognition of talented employees.

Although the Metropolitan Police department is considerate in providing diverse employee opportunities there has been a slow pace in making changes that cater for the needs for the younger generation and females. This has resulted in managers making decisions which are inconsistent with each other due to lack of policy in that regard.

### **5.7.2 Findings from Literature: Talent Retention**

Ahmad et.al (2018) it was indicated that where employees are content and motivated, the employee turnover is more likely to be less than in situation where employees are not content or motivated. The study which was conducted on police personnel found that professionally committed and content police officers are less likely to leave their organization. The literature shows that the environment factors such as diverse environment that cater for diverse needs of employees, leadership and differentiated rewards in the workplace contribute to talent retention.

Chaminade, 2007 cited in Samuel and Chikunga (2009) state that retention is a deliberate endeavor by an organization to create an environment which engages employees for a long-term period instead of short term. The engagement of employees results in low rate of employees that leave employment. Retention is normally used to prevent the loss of competent employees as this can hamper production or service delivery in an organization. In addition, Masibigiri and Nienaber (2011) confirmed this notion by saying organisations need to promote and create diverse environments that can cater for the outgoing baby boomers, the X generation and the Y generation.

There is also an emphasis that put talent retention in talent management on the hands of leadership and management at large. Leadership needs to provide direction in an organization whilst managers are the ones that implement the strategies in an organization. Most authors regard talent management as a leadership imperative. According to Morton (2005) organizations need leaders who know how to identify talented employees and who have the capacity to influence and develop such employees, motivating them to build a workforce for the future. Silzer and Dowell (2010) assert that people join companies and leave managers, and therefore effective management is very important to the development and retention of strategic talent. The culture of the organization will also determine whether employee engage with the organization and stay in the organization or whether the company will continue to lose talented employees. Further to this Barkhuizen, Mogwere, and Schutte, (2014) argue that when talent management practices such as workforce planning, talent development and retention strategies are poorly applied and managed among support staff that has a subsequent negative impact on the work engagement.

According to Samuel and Chimpunza (2009) recognition and good reward for good performance was found to influence the retention of employees. Employees with esteem and self-actualization drives need to be appreciated and rewarded. Though money is acceptable as some reward employees require open acknowledgement of their achievements and contributions to the organization. In the case of Durban Metropolitan Police, the study found that intrinsic benefits that provided for the employee recognition, promotion opportunities, and interesting work for the employees were the benefits that managers feel can contribute to loyalty within the organisation.

### **5.7.3 Conclusion for Objective Four**

It appears that since Durban Metropolitan Police Service already offers extrinsic benefits to its employees some of the intrinsic benefits such as employee recognition, promotion opportunities, and interesting work for the employees that are more likely to keep the employees at the workplace content within the organisation need to be addressed. Leadership and management of Talent management at Durban Metropolitan Police Service seemed to be a challenge for the department since the strategy was never implemented. The department does not seem to have taken note of the changing trends of employment from its own environment. Despite bring more female as employees and the ageing of the current workforce which is

replaced by the newer generations of employees, there seems to be no mechanism to cater for the needs of these changes within the department.

#### **5.7.4 Recommendations for Objective Four**

Metropolitan Police need to implement the talent management strategy to be able to retain the talented employees. Durban Metropolitan police leadership should be at the forefront of the implementation of the strategy and provide leadership. Durban Metropolitan Police Service need to relook at the needs for the diverse environment al needs of its employees so that employees will feel acknowledged and accepted within the organization.

#### **5.8. Conclusion on talent management at Metropolitan Police**

The study found that managers at Durban Metropolitan Police Service did not have the framework to use for talent management as a result their work was not consistent with each other. The managers were all willing to work towards a proper talent management process but were currently working without an adopted talent management strategy due to the existing strategy not having been implemented in the department.

#### **5.9 Recommendations**

Durban Metropolitan Police leadership together with line management and Human Resources management must ensure that there are proper processes in place for the implementation of talent management at Durban Metropolitan Police Service. For talent management to be a success the talent management processes must be driven by the business strategy of Durban Metropolitan Police. Talent management will have to be part of the departments business plan so that all the talent management processes stay aligned and are monitored and measured throughout the annual planning cycle.

#### **5.10 Suggestions for Further Research**

This study focused on Managers' Perception of Talent Management at the Durban Metropolitan Police. Further research can be conducted to cover all employees at the Durban Metropolitan Police Service.

#### **5.11 Concluding Remarks**

This qualitative research study covered the Managers Perception of Talent Management at Durban Metropolitan Police. This was to determine whether the talent identification processes,



assessments, talent development and retention processes at the Durban Metropolitan Police department contributed to the achievement of the objectives of the current eThekweni Municipality Talent Management Strategy. The purpose was also to determine whether the inability by Durban Metropolitan Police department to attract, develop, motivate, and retain critical mass of staff with the required skills and competencies which had been identified as a risk to the municipality was due to the manager's perception of talent management. Valuable findings have been made and concluded upon, resulting in objectives which will be of value to the Durban Metropolitan Police Service.

Research has proven that although the department had the eThekweni Municipality Talent Management Strategy plan, 2010 at its disposal to use as a tool for implementing talent management, the strategy was not applied which resulted in the managers not using the same framework in implementing talent management. Managers were therefore not consistent with each other on the implementation of talent management although they all showed interest in talent management and regarded it as a solution to some of the human resource challenges they faced from time to time.

For talent management to be successful at Durban Metropolitan Police Service the leadership and management of Durban Metropolitan Police must work together to ensure the proper implementation of the talent management strategy. All managers should take responsibility for the implementation of the talent management processes. The talent management processes must be driven by the business needs of the organisation at Durban Metropolitan Police Service for the department to have talent management as part of the organisational culture that promotes talent management.

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## APPENDICES

### Appendix 1 : Interview Guide

#### Section A.

#### Demographic Questions

##### To determine the race

<b>Black</b>	<b>Coloured</b>	<b>Indian</b>	<b>White</b>	<b>Other</b>
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##### To determine the gender

<b>Male</b>	<b>Female</b>
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##### To determine the length of service

<b>5 – 20</b>	<b>21 – 30</b>	<b>31+</b>
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##### To determine the qualifications

<b>Matric</b>	<b>Diploma</b>	<b>Degree</b>	<b>Honours</b>
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#### Management Level

<b>Senior</b>	<b>Middle Management</b>
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#### Section B.

The following definitions provide guidance on the questions asked.

- **Talent Management:** A process of ensuring that the organisation has procedures to attract, develop and retain talented employees to achieve the strategic objectives of the organisation.
- **Talent Identification:** The process of ensuring that there is sufficient internal pipeline for the short and long-term talent needs of the organisation.
- **Talent Assessment:** The process of conducting assessments to identify talent which are built on the organisations strategic competences.
- **Talent Development** – The process of developing talent for the current and future needs of the organisation.
- **Talent Retention** - The process of enduring that talented employees are retained within the organisation to minimise the staff turnover,
- **Staff Turnover** - The process of replacing an **employee** with a new employee. The high employee turnover rate is a reflection that employees leave the organisation in bigger members.

- **Baby Boomers** – The generation born between 1946 and 1964. This generation is already approaching retirement age from employment.
- **X Generation** – The generation born after the Baby Boomers from 1966 to 1982.
- **Y generation** - the generation born between 1982 and 2002 which comes after the Generation X, some within this generation have already entered the workforce and are more likely to replace the baby boomers in the workplace.
- **Succession Planning** – The process of ensuring that the skills are transferred to talented employees that are deemed suitable to fill the critical positions.

## Objectives and Questions

### 1. To determine the participants understanding of the concept of Talent Management.

- What is your understanding of the term /concept of Talent Management?

### 1. To determine the talent identification processes at the Durban Metropolitan Police Unit.

- What are the strategic processes used for talent identification at Durban Metropolitan Police Service? Please explain.
- Are there any impediments in sourcing talent internally or externally? Please explain.

### ➤ To ascertain the formal assessment processes in place at Durban Metro Police Unit used to assess and address talent gaps.

- Does your organisation have a formal assessment processes in place that addresses talent gaps? Please explain.
- What are some of the formal assessment processes in place that address the different talent gaps and the business strategy of Durban Metro Police Service? Please explain.
- In your view, is performance management an effective tool to use in the assessment of talent, please elaborate.

### 2. To determine the talent development actions available to address the talent gaps at Durban Metropolitan Police.

- What mechanisms are available to develop talent and address talent gaps at Durban Metropolitan Police Service. Please explain.
- What are the impediments for Durban Metropolitan Police Unit in recruiting selecting and retaining talent, please explain..
- Do the outgoing managers take time to mentor/coach their internal successors before they leave the organization, please explain.
- Is there a succession plan or management programs in place? Do these activities form a substantive component of the organization's strategy/strategic plan? Please explain. Please explain.

### 3. To determine the employee retention processes available and used to retain the existing talent at Durban Metropolitan Police Service Unit

- What are the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees?

- What are the employee retention processes available to facilitate the retention of the existing talent pool and the broad category of employees?
- In view of the aging workforce what mechanisms are there to cater for generation X and Y whilst maintaining the balance with the baby boomers in the workplace?



**Appendix 2  
Informed Consent**

**UNIVERSITY OF KWAZULU-NATAL**  
**College of Law and Management Studies**  
School of Management, Information Technology and  
Governance

**MCom Research Project  
Ms P Ximba**

Humanities and Social Science Ethics (HSSREC) Research Office,  
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000  
Tel: 031 260 3587 Email: [ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za)

**Researcher:** Winnie Zama 0833069244

**Supervisor:** Alec Bozas 0823344477

Dear Respondent

My name is Winnie Fikile Zama, I am a Master of Commerce student at the University of Kwazulu Natal, School of Management, Information Technology and Governance. I am conducting a study on **Managers perception of Talent Management at Durban Metropolitan Police Service**. You are invited you to participate in a research project interviews. The aim of this study is to identify and understand the barriers in the implementation of talent management process and in managing talent within Durban Metropolitan Police Service Unit.

Through your participation I hope to understand the processes used to identify, assess, develop and retain talented employees within Durban Metropolitan Police. I also hope to understand the barriers that hamper the effective management of Talent within the Durban Metropolitan Police service. The results of the survey are intended to contribute to the effective development of talent and retention of talented employees within Metropolitan Police Service Unit.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, Information Technology and Governance at UKZN.

If you have any questions or concerns about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about 30 minutes to complete.

Investigator's signature \_\_\_\_\_

Date \_\_\_\_\_

---

**On seperate page**

**CONSENT**

I..... (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT DATE

.....

## Appendix 3 Ethical Clearance



01 October 2015

Ms Winnie Sara Fikile Zama (208523787)  
School of Management, IT & Governance  
Westville Campus

Dear Ms Zama,

Protocol reference number: HSS/1190/015M

Project title: Managers perception of Talent Management at the Durban Metropolitan Police Service Unit

### Full Approval – Expedited Application

In response to your application received on 18 August 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....  
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Alec Bozas  
Cc Academic Leader Research: Professor Brian McArthur  
Cc School Administrator: Ms Angela Pearce

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Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

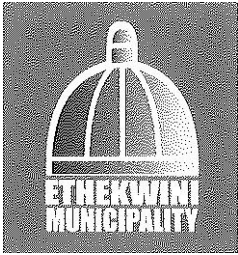
Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: [ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za) / [snymann@ukzn.ac.za](mailto:snymann@ukzn.ac.za) / [mohunp@ukzn.ac.za](mailto:mohunp@ukzn.ac.za)

Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

**Appendix 4  
Gatekeeper's Letter**



**OFFICE OF THE CITY MANAGER**

1<sup>st</sup> floor City Hall,  
Dr Pixley KaSeme Street, Durban, 4001  
, PO Box 1014,  
Durban, 4000 Tel: 031 31 1 2130  
Fax: 031 3 1 1 2170  
[www.durban.gov.za](http://www.durban.gov.za)

17 June 2015

Winnie Zama  
Training Academy  
Metro Police

Dear Winnie

**PERMISSION TO CONDUCT DESSERTATION RESEARCH**

Your letter dated 28 May 2015 refers.

Permission is hereby granted for YOU to conduct your dissertation research within Durban Metro Police.

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by a series of loops and a long horizontal stroke.

**M. SBU SITHOLE  
CITY MANAGER**