

 <b>POLICY: TALENT MANAGEMENT</b>			
Document Number:	OP08		
Version Number:	19/03/2018 (V1)		
Custodian	Executive Operations		
Status	Chairperson	Date	Signature
Approved by Exco	Prof Bennie Anderson	26/07/2018	
Revision Frequency	Triennially		
Next Review Date:	January 2021		
Related documents			
<b>Da Vinci documents</b> (e.g. Policies, Regulations, Guidelines, Contracts) <ul style="list-style-type: none"> <li>Policy: Human Resources</li> </ul>		<b>Other</b> (e.g. Legislation, DHET and CHE directives and guidelines) <ul style="list-style-type: none"> <li>Constitution of the Republic of South Africa: 1996</li> <li>Higher Education Act (Act 101 of 1997)</li> <li>NQF Act, No. 67 of 2008</li> <li>SAQA - National Policy and Criteria for Designing and Implementing Assessment for NQF Qualifications and Part-Qualifications and Professional Designations in South Africa</li> <li>CHE: Higher Education Quality Committee (HEQC) Criteria for Programme Accreditation: November, 2004</li> <li>Labour Relations Act (Act 66 of 1995) as amended</li> <li>CHE: Distance Higher Education Programmes in a Digital Era: Good Practice Guide</li> </ul>	
<b>Website address of this document:</b>		<a href="http://www.davinci.ac.za/da-vinci-policies-and-procedures/">www.davinci.ac.za/da-vinci-policies-and-procedures/</a>	

## Table of Contents

<b>1.</b>	<b>Preamble</b> .....	<b>3</b>
<b>2.</b>	<b>Scope</b> .....	<b>3</b>
<b>3.</b>	<b>Purpose</b> .....	<b>3</b>
<b>4.</b>	<b>High level processes</b> .....	<b>4</b>
4.1.	Performance .....	4
4.2.	Potential .....	5
<b>5.</b>	<b>Level of Work</b> .....	<b>6</b>
5.1	Talent Review Process.....	6
<b>6.</b>	<b>Talent Identification</b> .....	<b>6</b>
6.1.	Principles .....	7
<b>7.</b>	<b>Responsibilities</b> .....	<b>7</b>
<b>8.</b>	<b>Version Control</b> .....	<b>7</b>

## 1. Preamble

This policy forms part of the set of quality management policies of The Da Vinci Institute for Technology Management.

Da Vinci offers outcomes based, distance education opportunities. The policies and procedures detail the principles and processes that will ensure that learning programme offerings are aligned to the principles of a Mode 2 higher education institution, whilst adhering to the required academic standards and empowering students with the knowledge, skills and values to contribute to their communities, society and economy of the future.

The Institute seeks to position itself as an institution of choice for employees and is committed to attract and retain top calibre staff, meet the equity objectives, provide opportunities to achieve career goals and to develop the full potential of all employees.

## 2. Scope

The policy applies for the development of knowledge, skills and attitudes to enhance the performance of employees in their current functions to prepare them for the emerging roles to which they will need to adapt in future.

## 3. Purpose

The purpose of the Talent Management Policy is to ensure the achievement of institutional objectives through a process of identifying, attracting, nurturing and retaining talent across the whole institution. Therefore, the objectives of the talent management policy are to:

- Ensure that The Institute attracts, retains, develops and deploys high performing and committed talent which will enable it to achieve its strategic objectives.
- Clarify mutual performance undertakings, success indicators, standards and expectations leading to improved institutional quality, efficiency and effectiveness.
- Promote job satisfaction in a motivating and enabling environment by providing meaningful and challenging assignments to all our employees across different functions, roles and responsibilities.
- Provide a fair, equitable and transparent way to recognise and reward our talented employees - especially those with scarce and critical skills and targeted appointments in line with our employment equity objectives.
- Encourage and enable our employees to acquire competencies that allow them to perform their current duties with maximum effectiveness and efficiency, while

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preparing them for future growth (both personal and institutional), to become agile in their competencies.

#### **4. High level processes**

##### **Talent Identification**

Talent will be identified by assessing the following criteria in identifying willingness and ability:

- 🌀 Performance (present and past)
- 🌀 Potential (future)
- 🌀 Level of Work (competency)

##### **4.1. Performance**

The Institute's performance management system will be the primary tool used to assess individual performance for the purposes of talent management.

All employees are expected to complete their Performance Contract at the beginning of each performance cycle (beginning of the academic year). Their performance agreement must reflect the outputs and targets in line with performance expectations for the duration of the cycle, i.e. key performance areas (strategic target) and key performance indicators (activities and outcomes)

A first performance review should be completed by June of each year. Final reviews should be finalised in November of each year.

All new employees are expected to complete a Performance Contract and HR will draft an individual Development Plan (IDP) for all employees annually. The performance agreements must be in line with performance expectations for the duration of any employee's probation (applicable to new employees)

The IDP will form the basis for future training needs identified and will inform priorities outlined in the Workplace Skills Plan – in order to bridge the gap between the expected performance output and the competency gap identified in terms of the employee's performance.

Line managers are expected to provide continuous informal performance progress feedback to employees and inform the HR Managers of any poor performance as soon as it has been identified.

Performance review and assessment, formal and informal, is a key feature of The Institute's Performance Management System. The aim of the review and assessment process will be to promote strategic alignment, continuous learning and improvement through a process of self-assessment, assessment by line management and feedback.

The reviews are also an ideal opportunity to appreciate good performance and to celebrate successes.

There are two compulsory formal evaluations per cycle, that is a mid-year review in June and year-end assessment in November, however continuous informal progress review is encouraged as and when there is a need.

Employees must successfully complete their probation period (applicable to new employees), a minimum of at least 10 CSI feedbacks and an SSI assessment during the year, demonstrate participation in the Purple Cow reward and recognition programme (this must be done as part of a full performance cycle and will inform the annual performance incentive discussion to qualify for the performance incentive.

The outcome of the assessment and the final ratings of staff will serve as primary inputs into The Institute's talent management process.

All eligible employees must be in service at the end of the performance cycle to qualify for the recognition based on the annual performance incentive discussion.

The validity of performance incentive ratings is a critical success factor in the identification of talent. Employees must achieve performance standards of the current level before being put into talent pools and some of the performance standards at the next level.

#### **4.1.1. Performance Management System:**

5 – Exceptional and consistently exceeding performance in all areas of responsibility. Planned strategic targets objectives were consistently exceeded and achieved well above the established standards as well as accomplishments in unexpected areas.

4 – Exceeds expectations. Consistently exceeds established standards in most areas of responsibility. All requirements were met and objectives were achieved above the established standards.

3 – Meets expectations. All job requirements were met and planned objectives were accomplished within established standards. There were no critical areas where accomplishments were less than planned.

2 – Needs improvement. Performance in one or more areas does not meet expectations. Not all planned objectives were accomplished within the established standards and some responsibilities were not completely met.

1 – Does not meet minimum standards. Does not meet minimum job requirements. Performance is unacceptable. Responsibilities were not met and important objectives have not been accomplished. Needs immediate improvement.

#### **4.2. Potential**

Central to identification of talent is the concept of potential. In the context of Talent Management, potential should be seen as the existence of the ability to handle future assignments or the ability to operate at the next level and/or sustaining peak performance at the current level. Talent will be identified based on a combination of

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characteristics that do not change much (e.g. learning agility) and those that develop across time as the person learns to deal with new situations (e.g. business acumen). Therefore Learning Agility and Job Competencies (for the levels above current role) are the fundamental considerations for reliable and valid talent identification.

#### 4.2.1. The 3 Categories of Potential

The potential identification process aims to identify employees with the ability, agility and willingness to learn new things, as well as being able to perform effectively and efficiently in their current and future roles into performance in the current and future role.

**Turn Potential:** employees displaying ability and agility to operate at the next level. They are promotable to the next management and or /specialisation level within 0-1 yr.

**Growth Potential:** employees displaying capacity and agility to do more. They are promotable to more responsible assignments at the same management and/or/specialisation level within 2-3yrs.

**Mastery Potential:** employees displaying ability and agility for current roles. They are not promotable to the next management and or/specialist level - but they are the back-bone of the institutional performance system.

## 5. Level of Work

Level of work is a level specific deliverable, which describes the increasing layers of complexity as roles change. It is identifiable through complexity, time horizon and work demand (future oriented, extent of contact, responsibility, impact & stakeholders). Each level of work includes level-specific competencies that match to each requisite level of work – which are necessary for success.

### 5.1 Talent Review Process

Our talent management process outlines platforms for retrospective analysis relative to futuristic expected results and determines the type of talent and competencies required relative to challenges posed by our strategic objectives. The purpose of this step is to determine the talent bench strength of the institution and propose plans to ensure that we retain our talent competitiveness.

## 6. Talent Identification

This step is guided by the principle of successful management, namely: conceptual, personality and emotional intelligence – and their interdependencies; as well as our

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components of talent namely performance, potential and management and/or specialisation levels.

The talent identification process will be supported by results from (1) a performance rating from the staff member as well as the line manager; (2) recommendation from the line manager (3) CSI result.

The choice of tools will be determined by compliance with our principles of objectiveness, fairness, reliability and non-discrimination. The assessment processes will be used to evaluate potential and suitability for various roles.

## 6.1. Principles

An integrated talent management process will be developed in line with the following principles:

**Alignment:** The talent management process will ensure that all people processes (i.e promotions criteria) are linked and reflect the strategy and objectives – to ensure that institutional goals and objectives drive the quality and quantity of the talent needed.

**Integration:** The talent management process will integrate with other people processes such as performance management; recruitment and selection; learning, training and development; remuneration and benefits; and employment equity.

**Clear roles and responsibilities:** The talent management process will be designed to enable leadership to manage talent for the institution and individuals to be responsible for managing their own performance, development and career advancement.

**Fairness and Transparency:** The talent management process will facilitate the process of giving feedback, communicating expectations and being transparent, fair and consistent at all times.

**Output-based:** The assessment of performance, potential, and level of work will be evidence-based and measured against agreed pre-determined benchmarks (KPIs and KPA's) and outcomes – with periodic assessment and performance progress feedback being continuous.

## 7. Responsibilities

The Human Resource Manager shall be responsible for reviewing this policy on an annual basis to ensure that it meets legal requirements and reflects best practice.

## 8. Version Control

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Author	Revision
Human Resource Manager: Ms Natasha Naidoo	11/01/2018
Executive Operations: Ms Marizanne Burger	19/03/2018

\* With input from the University of KwaZulu Natal