



**Talent Management in the South African Public Service:
Evidence from Provincial Departments of Health**

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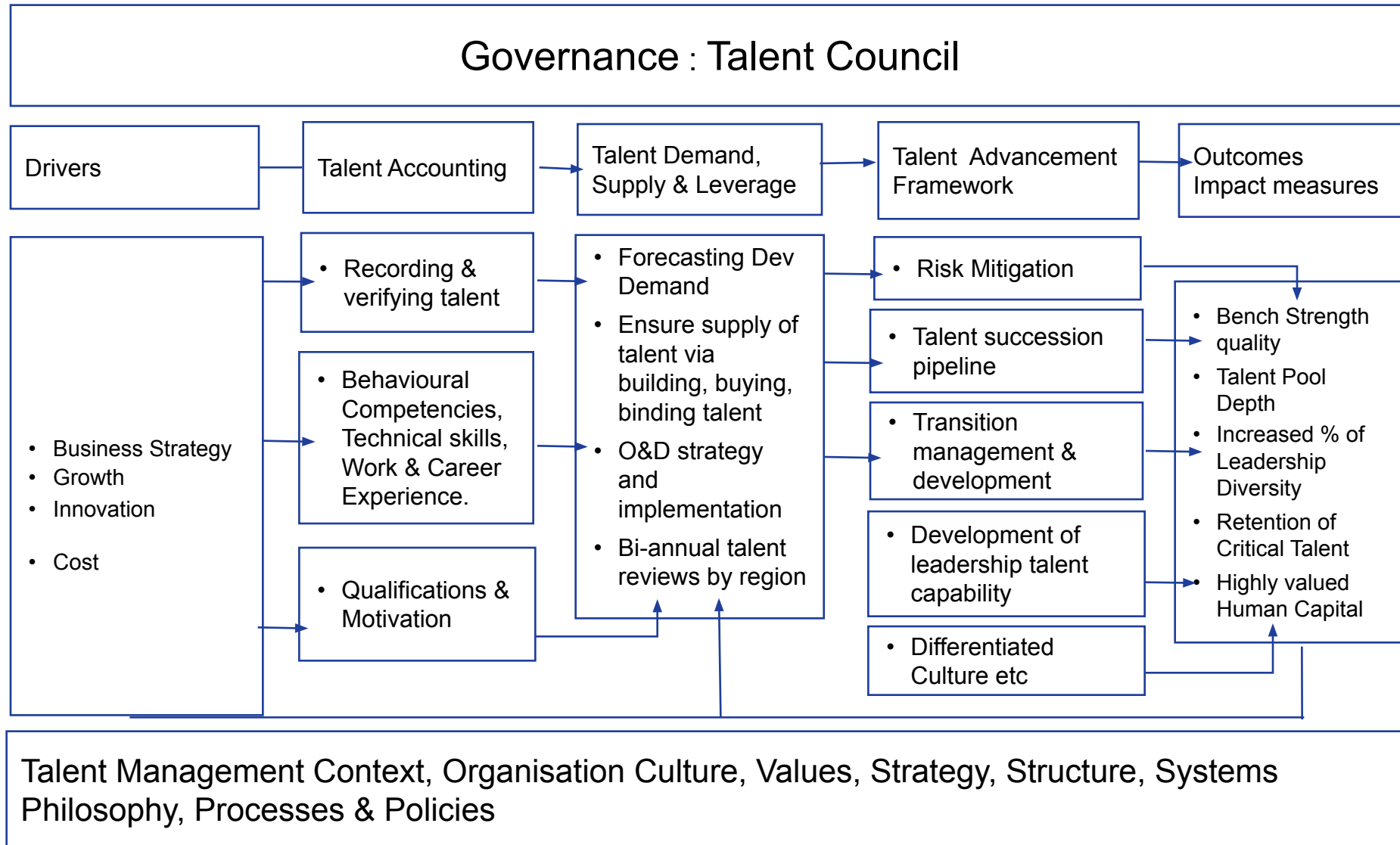
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Talent Management

“The process through which organizations anticipate and meet their needs for talent in strategic jobs” *Capelli, 2014*

TM requires organisations to identify the roles that are critical, which, were they not filled, would negatively impact the organisation and the services it provides. These roles generally require continuity and are normally ones that cannot easily be replaced by recruiting in the wider labour market

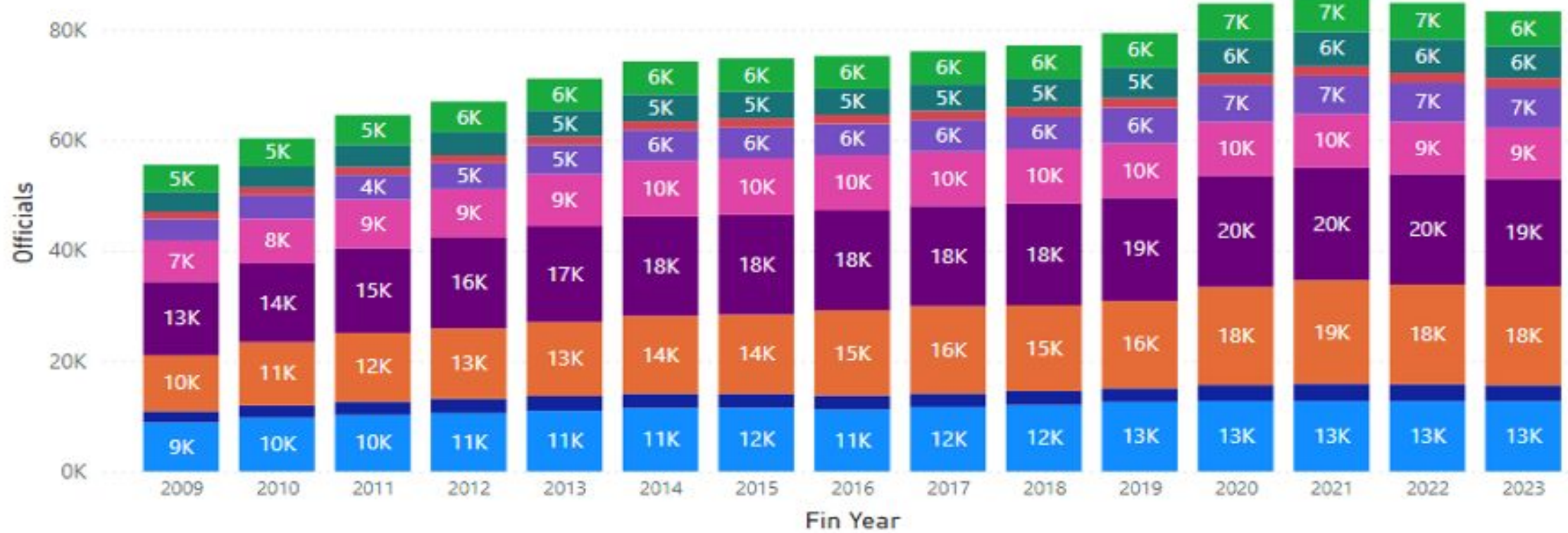
Typical Talent Management Architecture



Number of permanent and contract professional nurses employed per province 2009 to 2023

Date Summary with Legend

Province EC FS GP KZN LP MP Nat NC NW WC



Professional Nurse Resignations 2009-2023

Province EC FS GP KZN LP MP Nat NC NW WC

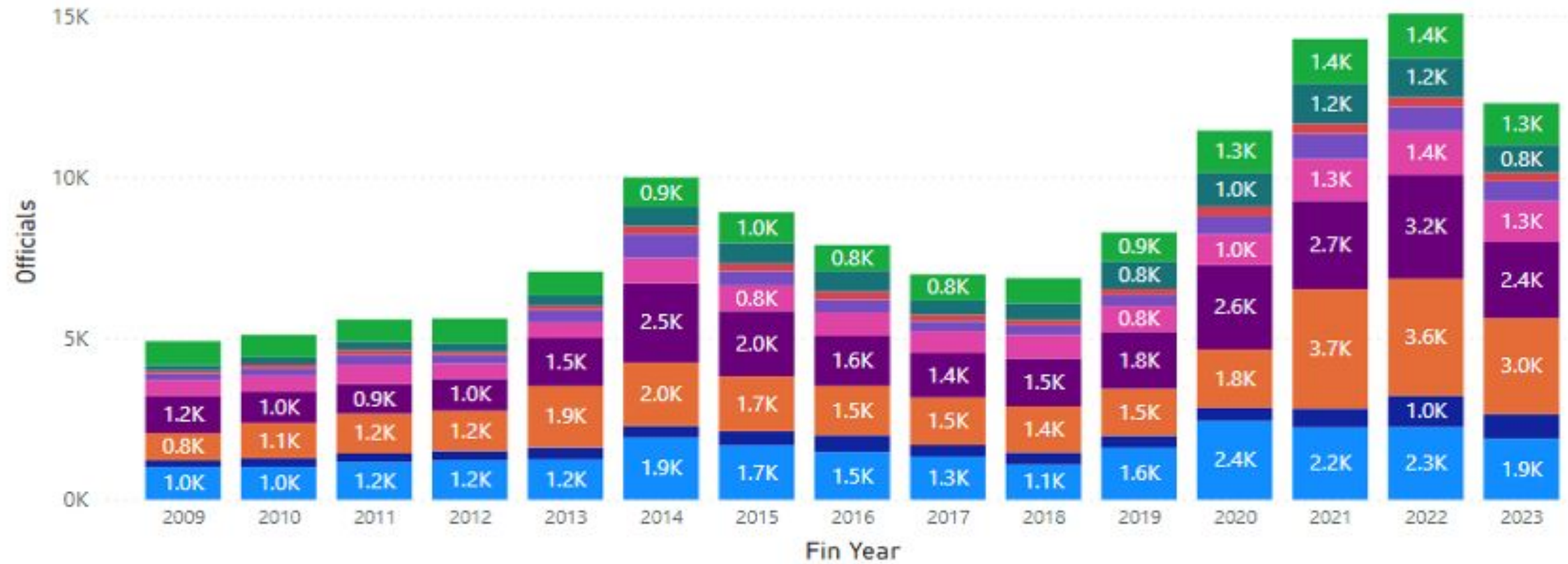
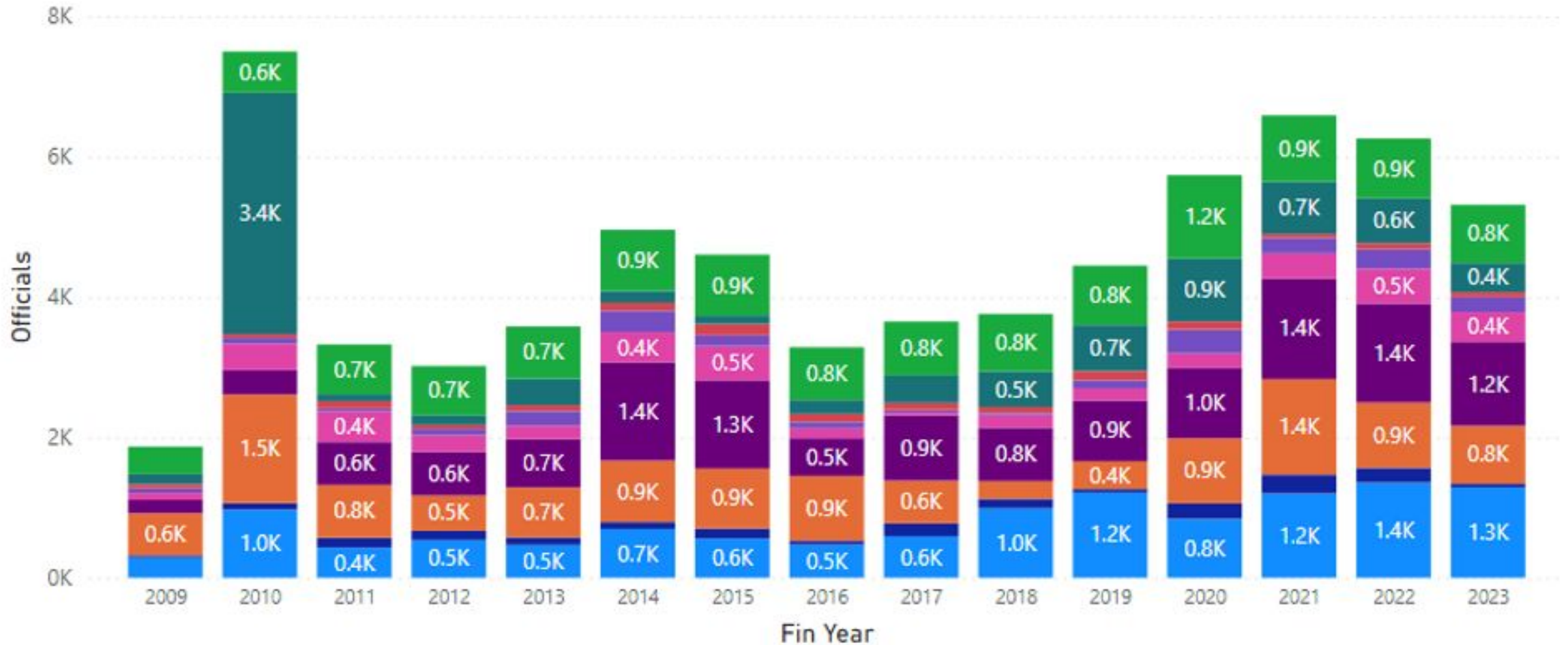


Table 1: Permanent vs contract professional nurses in Gauteng, KZN and WC in 2022 and 2023

	Permanent 2023	Contract 2023	Total 2023	Total 2022	Difference 22/23
			Total	Total	
Gauteng	16,740	1,429	18,169	18,535	-366
Kwazulu-Natal	18,545	1,208	19,753	20007	-254
Western Cape	5,724	1,010	6,336	6619	-283

Professional Nurse Appointments 2009-2023

Province ● EC ● FS ● GP ● KZN ● LP ● MP ● Nat ● NC ● NW ● WC



Resignations and appointments of professional nurses in 2023

	Resignations	Appointments	Difference
Gauteng	2,969	826	-2,143
Kwazulu-Natal	2,362	1,199	-1,163
Western Cape	1,293	830	-463

Growth in Contract and Admin Workforce in Health

Province ● EC ● FS ● GP ● KZN ● LP ● MP ● Nat ● NC ● NW ● WC



Contracts as % of admin work force: Gauteng = 31%; KZN = 11%; WCape = 45%

Student Nurses in the Public Service

Province ● EC ● FS ● GP ● KZN ● LP ● MP ● NC ● NW ● WC



Nursing Registrations SA Nursing Council

2023			2018		
Professional Nurse	Enrolled Nurse	Nursing Auxiliary	Professional Nurse	Enrolled Nurse	Nursing Auxiliary
15,098	1,468	1,895	21280	3502	2310

Difference 2018 to 2023: -6182 Professional Nurses, -2043 Enrolled Nurses, -415 Nursing Auxiliaries

Vision of Talent Management in the Public Service

- Regular skills audits and gap analyses, supported by an appropriate HR information system and people competent to conduct the audit.
- Alignment of workplace planning more closely with local needs and conditions , which would require a more decentralised approach than is currently happening. National resources such as data bases of talent are essential but successful talent management requires talent identification, development and mentoring by line managers directly.
- A review of recruitment and promotions for all critical posts, with an orientation towards skills and values, rather than only equal opportunity.
- The development of a compelling employee value proposition for employees who want to make a positive contribution to the public service and achieve their true potential.
- Intervention in the labour market to develop skills that are not available so that there is a sufficient pipeline for growth and replenishing skills

Immediate Policy Recommendations

- Alignment of processes for identifying and filling critical positions, but these are disjointed and ad hoc.
- Line Managers should be trained and empowered in Talent Management processes such as identifying talent, assessing risks and development of talent pools, including mentoring and career management of Talent
- Support systems are needed for building and maintaining Talent Pipelines
- A Talent Development culture needs to be developed.