



# **TALENT ACQUISITION AND MANAGEMENT POLICY**

**Policy Code: PM3**

**Version: 2**

**Approved by: The Board**

**Decision No: B.02.2024.12**

## Table of Contents

<b>1.</b>	<b>Talent acquisition and Selection Philosophy.....</b>	<b>3</b>
<b>2.</b>	<b>Definitions.....</b>	<b>4</b>
<b>3.</b>	<b>Legislative compliance .....</b>	<b>12</b>
<b>4.</b>	<b>Scope .....</b>	<b>12</b>
<b>5.</b>	<b>Purpose of Talent Acquisition and Selection.....</b>	<b>12</b>
<b>6.</b>	<b>Integrated talent management framework .....</b>	<b>14</b>
6.2	Succession planning and identifying talent .....	14
6.3	Training and development .....	15
6.4	Employee performance management .....	15
6.5	Retaining and Engaging Talent.....	17
<b>7.</b>	<b>Talent Acquisition and Selection .....</b>	<b>17</b>
<b>8.</b>	<b>Talent Management.....</b>	<b>23</b>
<b>9.</b>	<b>Review of this policy .....</b>	<b>25</b>
<b>10.</b>	<b>Version Control .....</b>	<b>25</b>

## 1. Talent acquisition and Selection Philosophy

The Da Vinci Institute for Technology Management (Pty) Ltd (DVI) is an accredited private higher distance education provider offering qualifications on NQF levels five to ten, which are registered on the Higher Education Qualifications Sub-Framework (HEQSF). This policy forms part of the institutional Integrated Quality Management System and details the principles for ensuring that programme offerings adhere to academic standards and empower students to contribute to the transformation of their communities, society and the economy of the future. This approach is underpinned by the Business- and Community-based Action Learning discourse on the co-creation and distribution of relevant knowledge.

The DVI vision is to be a university where we generate, disseminate, and facilitate the application of knowledge in the most scholarly and professional way possible. We therefore create the most exciting and conducive learning spaces, physical or online, strategically, across Africa, where we can bring our purpose to fruition. We use our convening power to bring the most inspirational people together and in the context of our Quality Assurance Framework, teach working and non-working students in need of business and managerial leadership knowledge, from Higher Certificate to Doctoral level, upon which they can act and make a difference in society, measured by our ROI and SROI.

To support this vision, the Talent Acquisition and Management Policy is dedicated to the strategic endeavor of attracting, recruiting, and retaining the necessary human capital to realise our organisational goals. Its primary objective is to ensure the recruitment of the best talent into suitable positions through correct procedures which will enable DVI to cultivate a workforce that is not only proficient but also deeply aligned with the core values that propel DVI forward.

This is important regarding defined critical occupations, strategically critical individuals and ensuring adequate succession. Da Vinci thus seeks to position itself as an institute of choice for employees and is committed to attract high calibre

employees, meet equity objectives, provide opportunities for employees to achieve career goals and develop their full potential.

## 2. Definitions

Acting and secondment	means opportunities afforded for development purposes aligned with supporting talent pool candidates in gaining experience and sharing expertise beyond their substantive roles
Amendment	means a change of any conditions, tasks or remuneration within an existing agreement that has not yet expired
Amendments to labour legislation	means changes to: <ul style="list-style-type: none"> <li>• The Labour Relations Act (LRA)</li> <li>• The Basic Conditions of Employment Act (BCEA) and</li> <li>• The Employment Equity Act (EE)</li> </ul>
Appointment	means the filling of a position that has been advertised, the recruitment and selection processes finalised, and the most suitable candidate identified and appointed
Assessment	refers to a formal and objective evaluation of competencies, which measures relevant skills, knowledge, and organisation/culture fit. These include competency-based interviewing, targeted selection interviews, screening tests and assessment centre methodologies for identified key and highly technical positions
Board	Board of Directors of DVI
Citizen	means an individual who is a citizen either by birth, or by descent or by naturalisation
Competencies	mean a combination of knowledge, skills and behaviour required by the incumbent of a position to perform a job effectively

Confirmation of permanent appointment	means the approval by the delegated authority that an employee met the performance standard of his/her job description during the probation period
Conflict of interest	a conflict or the appearance of a conflict, between private interests and official responsibilities of an employee that could, or could be seen to, prevent them from deciding in the best interests of DBS
Contract appointment	means an appointment made by DVI to enable a contract employee or worker to perform a function for a specified period, or fulfil a specified condition or complete a defined project or task as indicated in the Labour Relations Amendment Act, 2004 (Act No. 6 of 2014)
Critical skills	mean essential capabilities and/or occupational competence required within DVI
Critical positions	means essential positions influencing the achievement of strategic goals of DVI and, if not filled, increases the risk of incurring financial, physical, human and reputation damage
DVI	The Da Vinci Institute for Technology Management (Pty) Ltd
Delegation of authority	means the delegated post level or authorised level or committee as per the delegations from the Board
Designated groups	mean Black people (i.e. Africans, Coloureds, and Indians), women, and people with disabilities who are natural persons and: a) are citizens of the Republic of South Africa by birth or descent, or b) are citizens of the Republic of South Africa by naturalisation before the commencement date (i.e. 27 April 1994) of the interim Constitution of the Republic of South Africa, or c) became citizens of the Republic of South Africa from the commencement date of the Interim Constitution of the Republic of South Africa Act of 1993, but who, were it not

	for apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalisation prior to that date
Digitised recruitment	means an electronic system used to advertise vacant positions internally and externally and invites prospective candidates to apply online for such positions
Diligent search	means a thorough process of searching for critical skills over an extended period of up to three months that may include concurrent advertising in various forms of media, including national and local media, job specific journals and any other form of electronic communication, the DBS vacancies web site, the listing with professional bodies and the Department of Labour, as well as specific headhunting actions. The search should include employees from the internal talent pool database.
Employee	(a) any person, excluding an independent contractor, who works for DVI and who receives, or is entitled to receive, any remuneration; and (b) any other person who in any manner assists in carrying on or conducting the business of DVI
Employee engagement	is considered an employee's full involvement, commitment, enthusiasm, focused effort, and energy and includes attitudinal and behavioural components towards role effectiveness while maintaining a work-life balance. DVI is committed to creating a work environment that supports the engagement of an employee towards realising his/her full potential
Foreigner	means a person who is neither a citizen nor a permanent resident of South Africa, but is not an illegal foreigner
Foreign national	means a person who is not a South African citizen but who received his/her permanent residence after 26 April 1994
Full time	means working for forty hours per week

Headhunting	means direct and targeted attempts to recruit the required talent after conventional methods have been exhausted
Honorarium	means an amount of money paid to a person, especially a professional person, for providing a once-off service
Human Resources Manager	means the Human Resources official, who acts in an advisory capacity on all Human Resources matters
Illegal foreigner	means a foreigner who is in the Republic in contravention of the Immigration Act (does not have a relevant visa or permit to be in the country)
Independent contractor	means a person who is appointed to assist permanent employees in predetermined tasks and functions to fulfil the operational needs of DVI and are not deemed an employee of DVI
Integrated Performance Management System	means the performance management system DVI utilises to manage the performance of its employees
Job shadowing	is a process where an individual from one area of the organisation can work alongside and gain insight, support and experience of the role of another individual. It can also be used to provide an individual within a department the opportunity to work alongside more experienced colleagues so that they may learn and develop within their current and/or next role or level to prepare for competencies required in the future in the respective areas of work
Justifiable reasons	means reasons provided for appointing contract employees earning below the threshold for periods more than three (3) months as defined in the Labour Relations Amendment Act (LRA), 2004 (Act No. 6 of 2014)
Key role	Means all positions that have employees reporting into this role

Line manager	means an employee appointed at DVI at managerial level that manages employees within his/her immediate functional area
Memorandum of agreement/undertaking (MOA)	means a written arrangement stipulating the particulars of the agreement, including but not limited to the remuneration, period of the agreement, the tasks, and the justifiable reason(s) for fixing the period of employment
Pensioner	means an employee who has retired from DVI
Permanent residence	means the holder of a permanent residence permit who has all the rights, privileges, duties, and obligations of a citizen, save for those rights, privileges, duties, and obligations which a law or the Constitution explicitly ascribes to citizenship
POPIA	Protection of Personal Information Act 4 of 2013
Position	means a funded permanent post on the approved organisational structure of DVI
Potential	the capacity, agility, and willingness for an employee to transition to a new role or a significantly new opportunity
Probation	means the determination of an employee's suitability for continued employment by assessing or evaluating the employee's ability to meet the required work performance standards and to provide feedback and appropriate support to the employee
Probation period	means three months which may be extended for a further three months, calculated from the date of assumption of duties and/or any further extension of such period to determine the employee's suitability for continued employment
Project	means a formally approved task or planned programme of work including strategic or operational activity and requires specialised skills
Reference report	means a report from someone who knows, or has worked with, a candidate concerning his/her character, knowledge,

	skills, values, attitudes, or qualifications after obtaining the consent of the applicant
Satisfactory performance	means a minimum rating of 3 (three) in terms of the Integrated Performance Management System
Selection Committee	means a committee appointed for the purposes of conducting advert meetings, shortlisting and interviews, with all shortlisted candidates who avail themselves for the interview on a set date and time and recommends candidate(s) for the position/s
Scarce skills	mean skills or ability for which there is inadequate availability in South Africa, as Gazetted by Government from time to time. Such skills may either be at an absolute level of scarcity (i.e. no suitable people available) or at a relative level of scarcity (no suitable equity candidates available)
Skill	is a demonstrated competency to meet the required performance standards of an activity within a given amount of time
Succession management	is a support programme that has a long-term view within the organisation to determine the skills and talents that are needed in the future and to build a pipeline to close the gap between current skills and future requirements. Succession management is focused on building a robust leadership map and developing and supporting talent benches for key positions. It is also characterised by identifying high potentials early and engaging and supporting them in ongoing development aligned with their needs, skills, and career interests in line with the organisation's vision, mission, and values
Talent	refers to elevated skills, attitude, aptitude, and ability that contributes to meeting DVI's strategic goals with a future orientation

Talent attraction	means an effort to seek suitable candidates for the institution by supporting and capacitating internal talent pool candidates for roles when they become vacant to compete fairly in the recruitment process. In addition, ensuring that relevant talent is recruited and aligned with institutional needs and talent management objectives. This is to ensure the right people are in the right roles
Talent development	refers to the development of and support provided to employees to enhance their competencies for personal and professional development and creating a sustainable high performing organisation through life-long learning. Such competency enhancement contributes to the economy of the country and adds value to the employee's job satisfaction, thus increasing job retention and providing the organisation with a competitive edge
Talent deployment	means internal mobility of employees to ensure that there is person-job and person-organisation fit and may be determined through assessment results of the employees' capabilities and interests. This process may include assessments provided by the DVI's Human Resources Department as well as the individual's integrated performance management scores
Talent management	is a process that considers the available human capital, an organisation's human capital needs and the human capital plan that will support DVI in reaching its overall objectives. In addition, talent management refers to an integrated process aimed at attracting, developing, deploying, supporting, and retaining talented employees who can contribute to achieving DVI's strategic objectives and to creating a vibrant and sustainable institution
Talent management strategy	is situated in and informed by a context which incorporates society, institutional governance, the institutional strategy and the Human Resources plan. This philosophy manifests in

	the employee value proposition which affords employees opportunities to be educated, empowered, energised, and engaged and provides employees with opportunities through short- and long-term development to create well-rounded citizens through life-long learning and meaningful work
Talent mapping	a process conducted annually wherein line managers conduct talent conversations with employees, discuss employees' career aspirations and future role, and ensure that talent data about the employee is captured correctly
Talent pool candidate	an employee who has been selected through a rigorous identification process and captured on the talent plan and is a participant to enhance competencies for current role and/or demonstrates potential to advance to their next role
Talent retention	refers to the strategies adopted by DVI that facilitates employees' fulfilled and meaningful employment for a sustained period
Talent review	a meeting where management discuss employee performance and how employees fit into future positions. During the meeting, it is determined which positions are key and whether current talent can fill the positions. It also gives management an opportunity to consider the company's future growth, including identifying new positions that need to be filled to advance future business improvement
Threshold	means the earnings threshold as determined by the Minister of Labour from time to time
Transfer	means to reassign an employee in a different post or position and/or at a different place (office) or in another vacant post or position at the same or lower job grading

### **3. Legislative compliance**

This policy is aligned with and should be interpreted within the framework of current legislation that underpins the guiding principles against which institutional policies and operational procedures are formulated, executed, and upheld. Key legislative considerations include, but are not limited to:

- Constitution of the Republic of South Africa Act 108 of 1996
- Higher Education Act No. 101 of 1997
- Basic Conditions of Employment Act 75 of 1997
- Employment Equity Act 55 of 1998
- Labour Relations Act 66 of 1995
- Skills Development Act 97 of 1998
- South African Qualifications Authority Act 58 of 1995
- National Qualifications Framework Act No. 67 of 2008
- Protection of Personal Information Act 4 of 2013
- CHE: Distance Higher Education Programmes in a Digital Era: Good Practice Guide
- CHE: Higher Education Quality Committee: Framework for Programme Accreditation
- DVI Human Resources Policy and Annexures

### **4. Scope**

This policy outlines the essential procedures necessary to guarantee that DVI consistently maintains an optimal balance of both the quantity and quality of personnel required to effectively address both present and future business priorities.

### **5. Purpose of Talent Acquisition and Selection**

The aim of this Policy is to strategically align institutional goals by leveraging a dynamic process of talent identification, acquisition, development, and retention throughout

the organisation. As such, the objectives of the talent management policy encompass the following:

- 5.1 Ensure that The Institute attracts, retains, develops and deploys high performing and committed talent which will enable it to achieve its strategic objectives.
- 5.2 Clarify mutual performance undertakings, success indicators, standards and expectations leading to improved institutional quality, efficiency and effectiveness.
- 5.3 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.
- 5.4 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.
- 5.5 Encourage and enable our employees to acquire competencies that allow them to perform their current duties with maximum effectiveness and efficiency, while preparing them for future growth (both personal and institutional), to become agile in their competencies.
- 5.6 Striving to have the right employees in the right place at the right time with the right set of skills.
- 5.7 Accelerated leadership opportunities for talent pool candidates.
- 5.8 Position DVI as a center of excellence and a thought leader.
- 5.9 Ensure the consistent application of fair practices and provide equal opportunities that align and comply to relevant South African Legislation.

## **6. Integrated talent management framework**

The Talent Management framework is anchored by five fundamental pillars: attraction, identification, development, management, retention, and engagement of top-tier talent crucial for organizational excellence. This Policy is designed to furnish clear guidelines, tools, and procedures to facilitate the seamless implementation of talent processes as outlined below.

### **6.1 Talent acquisition and selection**

Attracting top-tier talent is pivotal in advancing DVI's vision and fostering organisational success by:

- Ensuring that the position is aligned to the strategy as well as the approved structure
- Ensuring there is a business need for the position
- Drafting accurate job descriptions when advertising
- Utilising reliable and established recruitment platforms that have a wide reach
- Engaging in formal competency-based interviews and psychometric assessments as additional measurement tools
- Endeavouring to keep the candidate fully engaged during the recruitment process.

### **6.2 Succession planning and identifying talent**

Talent needs are informed by the annual organisational structure review and strategic resource analysis. Resource requirements identified are captured in the annual strategic resourcing plan which is approved by the Senior Leadership Team.

Knowledge of existing talent is determined with an ongoing review of the skills and competencies within the business. Talent is segmented based on performance and potential which is objectively determined.

In addition, potential, capability, attributes, and culture fit are further used to guide the sourcing of the best talent that will contribute to a culture of professionalism, performance, and learning.

A succession plan will be established identifying relevant resource needs for key positions.

### **6.3 Training and development**

The cultivation of talent commences from the moment candidates are onboarded, with the aim of fostering an environment that retains talent. DVI is committed to delivering a comprehensive onboarding experience that integrates individuals into our ethos and operations holistically.

DVI takes pride in the development of talent internally and externally as part of building the business talent pool and contributing to the broader transformation agenda of the country. Internally, DVI makes provision for the development of employees within their field of expertise as managers, leaders, and specialists. Various talent processes such as career pathing, redeployment and organisational learning and development interventions are employed to develop the requisite talent internally.

Externally, DVI is dedicated to supporting the development of emerging professionals, particularly in areas of scarce and critical skills.

### **6.4 Employee performance management**

Performance management is one of the programmes dedicated to managing talent. Also, specified talent processes such as redeployment and succession planning are used to manage and optimise talent across the organisation.

At the beginning of each year, staff are familiarised with the strategic intent of the business and how they contribute to the overall strategic objectives by working in collaboration with their line manager, in designing their KPI's together.

Performance, as it pertains to Key Performance Indicators (KPIs) and its integration with the 90-day plan, undergoes continual management and oversight by the Line Manager. This entails the implementation of four structured performance reviews annually. Furthermore, KPIs are strategically aligned with the objectives outlined in the 90-day plans, ensuring a cohesive approach to goal setting and achievement.

All performance issues are brought to the attention of HR and should this require further intervention, HR facilitates corrective counselling. This process spans a period of three months with weekly meetings between the colleague, the Line Manager and HR. Performance is managed and employees provided with positive tools to assist them in correcting their performance. The process can be extended if needed.

The processes above ensure that all parties are always aware of what is expected in terms of performance outputs and that there is transparency and constant communication.

The validity of performance 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.

### **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.

### **6.5 Retaining and Engaging Talent**

DVI has embraced the following initiatives to bolster talent retention and engagement within the organisation: prioritising employee wellness, reinforcing company values, offering employee assistance programs, enhancing the employee value proposition, implementing mentorship programs, conducting salary benchmarking, deploying retention strategies, and fostering employee engagement.

To ensure opportunities for growth and advancement within our organisation, vacant positions are initially advertised internally before being opened to external candidates.

## **7. Talent Acquisition and Selection**

Talent acquisition and selection stand as fundamental components in the employment life cycle that has significant influence on an organisation's trajectory toward success or failure. At DVI, the aim of our talent acquisition and selection system is to facilitate a robust, structured, standardised, scientifically-based, and well-governed approach. This approach is designed to achieve several key objectives:

- Ensuring the consistent application of fair practices that align and comply to relevant South African Legislation
- Ensuring equal opportunity in line with legislative requirements
- Ensuring that the right people with the right skills are appointed at the right time (alignment between the inherent requirements of the role and the performance capacity of the person)

- Ensuring that practices are reflective of leading practice and emerging trends in order to remain competitive in the market, specifically in the context of scarce skills
- Ensuring that practices reflect the Da Vinci values and purpose and is geared toward achieving the Da Vinci vision
- Providing clarity and transparency to managers and employees in terms of the DVI recruitment process and practice.

### **Business needs analysis**

- Before sourcing, one must ensure that there is a business need for this position. All positions must have been budgeted for and approved by the relevant SLT team member.
- An approved business case must be sent to the Human Resource Manager before the onset of any selection process.
- A role profile must be in place specifying the outputs that will be required by that job, as well as specifications such as qualifications, knowledge, and experience.

### **Screening and shortlisting**

Once all applications have been received, shortlisting must be facilitated by HR, in consultation with the line manager.

The screening process will consist of the following steps:

- First-level screening against minimum requirements
- Second-level screening against person specifications
- Shortlisting must be based on the job requirements
- Where there are too many applicants meeting the minimum requirements, decisions shall be guided by the EE policy and EE plan and those candidates having more of the required experience and qualifications.
- The recruiting line manager/s will have access to the short list and may recommend further inclusion or exclusion of candidates.

## **Selection approach**

A selection approach, based on the role profile, must be compiled by HR in consultation with the line manager before commencement of talent acquisition process and the subsequent process must comply with the selection approach.

## **Selection tools**

The selection tools, as indicated by the selection approach, must be designed at the onset of the process in accordance with the selection approach and discussed (cost implications included) with the line manager/s upfront.

All selection interviews to be conducted by means of a standardised interview guide, which looks at the following elements, career history, experience, qualifications, technical and functional competencies and behavioural competencies.

Additional assessments, like case studies and psychometrics, should be discussed at the onset of the process. Existing case studies should be revised by the line manager. Line managers should be involved, as far as possible, in the revision of case study exercises.

Psychometric assessments (for senior positions) should be administered and scored by a registered employee or consultant. Psychometric results should be disclosed to the relevant parties involved. These results should be kept strictly confidential.

## **Talent acquisition and selection administration and record keeping**

Adequate records of the entire selection process need to be maintained for a period of one year by HR, including selection and short-listing criteria; reasons for inclusion/exclusion of candidates; structured interview guide; copies of all other assessments utilised; notes on assessment of each candidate; assessment ratings; reference checks; notes on deliberation of selection decision, approval of appointment and approval of filling of the post.

Confidentiality of candidate information shall be ensured by HR, in accordance with the regulations set out by the POPI Act (Act No. 4 of 2013).

## **Sourcing**

The availability of internal potential candidates and the nature of the staffing solution shall determine the sourcing mechanism to be utilised as well as the extent and scope of the process.

The most effective and efficient way of advertising positions will be considered, and the sourcing solution will be tailored to the staffing solution.

## **Selection Tools**

### **Competency Based Interviews**

All interviews conducted must be competency based to clearly ascertain the applicants' competency levels which are required for the role.

### **Assessment Centres**

In addition to the interview, assessment centres (such as competency assessments, case studies, simulation exercises, and role-plays) may be used, depending on the requirements of the position, should Human Resources approve such prior to the use of such tools.

All assessment tests must be compiled and evaluated by an independent accredited assessor. Such persons cannot be part of the Selection Committee. In general, the top two or three candidates are selected to undergo assessments. The purpose of the assessments is to determine if the evidence heard at the interview is reinforced by the assessments, and to determine areas of strength and areas for development. Appointment decisions cannot be based on the results of assessments alone. Assessment information must be used to confirm or challenge interview findings.

Any required assessment tests must be applied fairly to all employees, be valid and reliable, and not have bias against any employee or group.

### **Vetting**

Criminal and qualification checks to be performed on shortlisted applicants on all levels. All external job applicants must successfully complete relevant checks before an offer of employment can be made.

Foreign nationals may only be employed if they have a South African residency certificate, or a valid work permit obtained through the Department of Home Affairs. At least two reference checks with current or previous employers must be completed by HR. No reference checks can be conducted without the permission of the candidate. The reference checking shall be based on the inherent requirements of the job and be conducted in a structured format. Under the following circumstances, the lack of a reference shall not be used to disqualify an applicant:

- The applicant has had no previous employment record.
- The current employer is the only source of reference.

### **Offering**

An offer of employment can only be extended once the recruitment and selection processes have been successfully completed and relevant line and HR approvals have been obtained. All offers to be signed off / approved by the relevant line manager. A verbal and written offer will be made to the successful candidate and will be confirmed with electronic copies of contract and take-on documentation after the receipt of the signed offer letter. The written offer is valid for five working days, where-after the offer expires. The line manager to confirm the salary amount (offer amount).

### **Probation**

Probation is applicable to employees whose permanent and continued employment is conditional and subject to confirmation of suitability, after the probation period. Probation includes the following employees:

- new employees who are appointed in permanent positions, and

- existing employees who are appointed in a new permanent position.

The purpose of probation is to:

- provide a probationary employee, a reasonable time to familiarise him/her with his/her new job and processes to perform optimally according to the work performance standards and the role requirements
- allow the employer time to assess and evaluate the employee's ability to meet the employer's work performance standards
- provide feedback and appropriate support to the employee, and
- set a reasonable date by which the employee will be conversant with the job.

The line manager appraises a probationary employee's work performance in accordance with the Performance Management System during the probation period.

The probationary employee should obtain at least a satisfactory performance rating before his/her permanent appointment is confirmed.

Should a probationary employee's permanent employment not be confirmed after the stipulated or extended probationary period, this will be deemed to be a termination of employment with one calendar month's written notice.

### **Feedback to candidates**

After the initial screening phase, candidates not deemed suitable at each of the following stages, must be regretted after each step of the process. Candidates, who request feedback on the outcome of their application, must receive feedback by HR within seven working days of receiving this request. Feedback may be face to face or in writing, must be high-level and focused on the competency strengths and areas for improvement of the unsuccessful candidate as compared to requirements of the role.

## 8. Talent Management

Talent management policies, procedures and processes must ensure fairness and inclusivity. At DVI, our commitment lies in upholding these principles by maintaining consistency across our processes while simultaneously providing all employees with equal opportunities aligned with business needs and specified guidelines.

The talent management processes will collaborate and integrate with other Human Resource and related activities.

Employees are responsible for their development by actively participating in related development opportunities as they arise. Line managers are responsible for guiding and supporting employee development as guided by the talent management policy and procedures.

The talent management process is crafted to capacitate and support employees to take ownership for their development and career progression as well as to equip managers to optimise talent for DVI, therefore an individual development plan is crafted for all employees.

The talent management process recognises and takes cognisance of current workplace realities such as remote working and evolving digital workspaces and the specific competencies and skills require in these environments. Also to consider whether the position is suitable for remote working conditions.

The talent management processes adopt a results-driven approach through competency-based evaluations.

Employees who are active participants on the succession programme are supported to obtain the requisite competencies to compete fairly for their next role.

Talent management information will only be accessible to those authorised to have access to it in line with POPIA.

## **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 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.

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. The 3 categories of potential are as follows:

### **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 year.

### **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 backbone of the institutional performance system.

## 9. Review of this policy

Regular review and amendment of this policy will be done in line with the approved institutional policies and regulatory requirements. This will take place in consultation with the relevant quality assurance structures at departmental and institutional level, under the auspices of the official custodian of this policy, namely the Human Resource Manager.

## 10. Version Control

<b>Version History</b>	<b>Amendment Details</b>	<b>Approval Date</b>	<b>Approving Committee</b>
V1		11/01/2018	Council
V1		19/03/2018	Council
V2		30/07/2024	Board