10

Talent and retention management

Nirmala Dorasamy

Learning outcomes

Ager studying this chapter, the learner should be able to achieve the following outcomes:

- . Assess the value of talent and retention management.
- . Analyse the importance of internal staffing as a component of the talent management process.
- . Explain the talent management process.
- . Examine the steps for a strategic model for talent management.
- Analyse the guidelines for identifying employees for talent and retention management.
- Examine strategies to retain employees.
- Discuss the key elements of the retention process.
- Analyse a tactical talent management process.
- Analyse a strategic talent management process.

10.1 Introduction

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Employees' knowledge is critical for the long-term sustainability of organisations that are dependent on knowledge, technology and information. Their skills, expertise and experience provide organisations with knowledge-focused employees who need to be developed and retained for organisational success. Therefore, developing and sustaining a workforce is important. Talent and retention management is a systematic process that requires proactively planning to avoid talent surpluses or shortages. This necessitates forecasting talent needs and the availability of talent. Such planning has to integrate recruitment, retention, redeployment, leadership and employee development. This is especially important in South Africa in view of the brain drain (high levels of skilled labour emigrating overseas), shortage of skills in the workforce and the legacy of an apartheid education system based on unequal educational opportunities.

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M Lipman

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