10

# Talent and retention management

Nirmala Dorasamy

### Learning outcomes

After 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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#### **Table of Contents Textbook Of Military Med Part3 Dermatolo**

- 1. Understanding the eBook Textbook Of Military Med Part3 Dermatolo
  - The Rise of Digital Reading Textbook Of Military Med Part3 Dermatolo
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Textbook Of Military Med Part3 Dermatolo
  - Exploring Different Genres
  - o Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Textbook Of Military Med Part3 Dermatolo
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Textbook Of Military Med Part3 Dermatolo
  - Personalized Recommendations
  - Textbook Of Military Med Part3 Dermatolo User Reviews and Ratings
  - Textbook Of Military Med Part3 Dermatolo and Bestseller Lists

- 5. Accessing Textbook Of Military Med Part3 Dermatolo Free and Paid eBooks
  - Textbook Of Military Med Part3 Dermatolo Public Domain eBooks
  - Textbook Of Military Med Part3 Dermatolo eBook Subscription Services
  - Textbook Of Military Med Part3 Dermatolo Budget-Friendly Options
- 6. Navigating Textbook Of Military Med Part3 Dermatolo eBook Formats
  - ∘ ePub, PDF, MOBI, and More
  - Textbook Of Military Med Part3 Dermatolo Compatibility with Devices
  - Textbook Of Military Med Part3 Dermatolo Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Textbook Of Military Med Part3 Dermatolo
  - Highlighting and Note-Taking Textbook Of Military Med Part3 Dermatolo
  - Interactive Elements Textbook Of Military Med Part3 Dermatolo
- 8. Staying Engaged with Textbook Of Military Med Part3 Dermatolo
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Textbook Of Military Med Part3 Dermatolo
- 9. Balancing eBooks and Physical Books Textbook Of Military Med Part3 Dermatolo
  - ∘ Benefits of a Digital Library
  - Creating a Diverse Reading Collection Textbook Of Military Med Part3 Dermatolo
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Textbook Of Military Med Part3 Dermatolo
  - Setting Reading Goals Textbook Of Military Med Part3 Dermatolo
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Textbook Of Military Med Part3 Dermatolo
  - Fact-Checking eBook Content of Textbook Of Military Med Part3 Dermatolo
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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