

## Section 3: Strategic Employment and Talent Management

The aim is to ensure business continuity, introduce new talent in the organisation and to provide capacity to departments with the right people in order to achieve the planned strategic goals and objectives.

In the financial year, one appointment into the strategic position of Company Secretary was made, and two temporary employees were employed to provide strategic support in the office of the CEO.

### Vacancies

During the 2016/2017 financial year, the organisation experienced challenges with regard to recruitment and filling vacancies as a result of budget constraints. This challenge has had an adverse impact on the core departments such as facilities management, assets management, and finance and property development. To address the matter, a motivation for additional funding for 126 critical vacancies was submitted to the City. To date, the City has not provided feedback on the submission for additional funding, and the inability to fill the identified critical vacant positions has led to scenarios in which employees are rotated in departments to perform other duties. The inability to fill vacancies has resulted in an increased level of absenteeism (due to work burnout and stress) in departments where employees are expected to perform more than one function. The other measure employed to address this challenge is to opt for outsourcing where possible.

