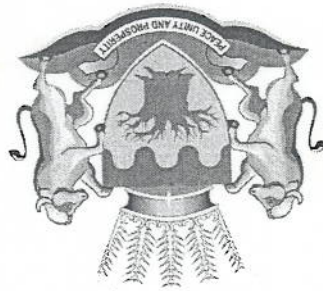


STAFF RETENTION POLICY

DEPARTMENT OF PUBLIC WORKS

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA



1. INTRODUCTION

Attracting and retaining staff is very important to the Department of Public Works. Without staff, it will not be possible to provide the services the department is meant to provide. As a result this policy has been developed to guide line managers and human resource component in attracting and retaining key staff.

The ability of the department to achieve its priorities and service delivery obligations is dependent on its capacity to attract and retain employees who have the appropriate qualifications, training, knowledge, and skills.

2. DEFINITION

Staff retention is about finding the best employee for the job and coming up with ways of keeping these employees within the department. It involves a range of ideas and human resource practices that should all be seen as interlinked. Staff retention is influenced by the following factors and the better these are managed the more likely staff will be attracted or remain in the department:

- Human Resource Planning, Recruitment and Selection;
- Optimal Human Resource utilisation;
- Human Resource Development;
- Compensation and benefits;
- Employee and Labour Relations; and
- Employee Health and Safety.

3. PURPOSE

The policy is designed to assist line managers and human resource component in retaining skilled employees, particularly with regard to those who have scarce and valuable skills. It aims to ensure that the department always has the best, most well trained and suitable employees occupying each position.

4. SOURCES OF AUTHORITY

This policy is based on the:

- Public Service Act, 1994;
- The Scarce Skills Strategy for the Public Service, 2002;
- The Scarce Skills Policy Framework for the Public Service, 2003;
- PSCBC Resolution no. 3, 1999;
- PSCBC Resolution no. 7, 2000;
- Public Service Regulations, 2001 as amended.

5. PRINCIPLES

This policy is based on the principles that:

- Although all employees are valuable, some employees have skills that are of vital importance to the department without which service delivery by the department will be seriously jeopardised.
- Some employees have skills that are in high demand by competitors in other departments and in the private sector. The interventions to retain such skills will be based on the individual's performance, and his/her specific job responsibilities.

6. SCOPE OF APPLICABILITY

This policy applies to all employees of the Limpopo Department of Public Works. Employees are classified according to the skills they possess and the contribution they make to the service delivery needs of the department and the department's primary mandate. The following categories of skills are identified:

- **Scarce skills.** These are those skills that are needed to realise the department's goals and objectives, but which are difficult to recruit and expensive to replace. These skills occur mainly in the infrastructure operations unit of the department, e.g. artisans, engineers, architects, surveyors, etc.
- **Valued skills.** The focus is not on the scarcity of the skill but rather on the valued staff member who contributes positively and whose loss would have a negative impact on the department's ability to meet its goals. These skills are identified by looking at an employee's performance evaluations and the role they perform in the department. These skills occur in both the infrastructure operations and the support functions of the department.

RETENTION STRATEGIES THAT WILL BE IMPLEMENTED

7.

The following general retention strategies will be used in the department:

- Measures on non-discrimination in the workplace will be implemented.
- Measures on sexual harassment in the workplace will be implemented.
- An accessibility survey will be conducted to establish whether all parts of the departmental buildings are accessible to those with disabilities.
- The department will pay professional registration fees for engineers and related professionals holding appropriate qualifications.
- Whenever an employee submits his/her resignation or transfer request, attempts will be made to retain them, including:
 - Offering a higher salary allowed for the position.
 - Offering opportunities (including bursaries) for further study.
- To prevent staff leaving, the following will be done:
 - Annual climate surveys will be conducted to measure employee satisfaction.
 - The department will strive for employee participation in problem-solving.
 - Proactive, ongoing, transparent and timely two-way communication between staff and management will be maintained to build trust and respect.
 - The department will actively celebrate individual and team accomplishments.
 - The department will proactively consult staff and visibly act on staff feedback.
 - Exit interviews will be conducted whenever staff members leave. The results of these will be shared with line managers within one week of the interview.
 - Roles and expectations will be clarified.
 - Achievements will be recognised and rewarded.
 - An internal audit of employees' dispensation, job structure and work circumstances will be conducted every third year. The first audit will take place in 2009.

8. ROLES AND RESPONSIBILITIES

Function	The role of the Human Resource Component	In partnership	The role of the line manager
Provide human resource administrative services	To establish appropriate policies, procedures and systems for human resource management.		To apply human resource policies, procedures and systems fairly and consistently to all employees.
Provide expert advice on human resource matters	To translate the department's business strategy into a human resource strategy. To identify employees or categories of employees who might leave. To analyse staff movement trends and identify high-risk employees or occupations for line managers.	Develop an effective human resource plan. Identify positions or occupations where sudden departures would derail strategic objectives or have an immediate negative impact on operations.	To effectively manage staff. To motivate employees and create an enabling environment for employees to perform. To provide training and other support to employees.
Provide strategic retention interventions	To constantly analyse skills demand and supply trends in the labour market. To perform constant skills audits within the department. To develop interventions to address critical skills shortages.	Design targeted, accelerated development programmes for talented employees. Identify core and scarce skills within the department. Develop focused retention programmes.	To understand worker's preferences and what drives and motivates them. To implement diversity management and employment equity programmes. To implement staff retention strategies. To manage performance effectively. To give employees challenging work. To empower employees through effective delegation.
Monitoring and benchmarking	To analyse labour market trends.		

9.

MONITORING

The policy will be monitored on a monthly basis by the HRS component, which will report its findings to the Head of Department.

This policy will be evaluated within a period of six months of it coming into effect, jointly by the human resource services component and line managers.

10.

REVIEW OF THE POLICY

The policy will be reviewed annually.

MEMBER OF EXECUTIVE COUNCIL
M.G. PHADAGI

DATE

2010-07-26

	To analyse internal staffing trends and give feedback to line managers on an ongoing basis.		
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