



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
ROADS AND TRANSPORT**

STAFF RETENTION POLICY

VERSION 1

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1. INTRODUCTION

This policy is developed and should be implemented primarily to enable the department to recruit, develop and retain an adequate and highly skilled workforce for improved service delivery. This policy is also aligned to the Provincial Growth & Development Strategy (PGDS) to enable the department to make a meaningful contribution to the growth of the province through human capital.

Finding and keeping staff is important to this department, hence the implementation, monitoring and evaluation of this policy remains critical. Without staff, it will not be possible to provide the services this department is meant to provide to all in the province. As a result, this policy has been developed to guide line managers and human resource components in attracting and retaining key staff.

2. DEFINITION

Staff retention is about finding the best employee for the job and finding 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.

3. PURPOSE

This policy is designed to assist line managers and human resource components in retaining employees, particularly with regard to those with valuable and scarce skills. It aims to ensure that the department always has the best, most well trained and suitable employees with right attitudes, skills and competencies.

4. SOURCES OF AUTHORITY / LEGAL MANDATES

- 4.1 Public Service Act; 1994 (as amended);
- 4.2 The Scarce Skills Strategy for the Public Service, 2002; and
- 4.3 The Scarce Skills Policy Framework for the Public Service, 2003.
- 4.4 The provision in the Public Service Regulations, 2001, Chapter 1, Part V.

5. PRINCIPLES

- 5.1 Succession in the department should be effectively planned and managed to allow a fair and open competition, which should be guided by an individual's performance and attributes;
- 5.2 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 jeopardized.

- 5.3 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 or her specific job responsibilities.

6. SCOPE OF APPLICABILITY

This policy applies to all employees of the Limpopo Department of Roads and Transport.

7. RETENTION STRATEGIES THAT WILL BE IMPLEMENTED

The following retention strategies will be used for retaining employees with valuable and scarce skills:

7.1 Women and people with disabilities:

7.1.1 Measures on non-discrimination in the workplace will be implemented.

7.1.2 Measures on sexual harassment in the workplace will be implemented.

7.1.3 An accessibility survey will be conducted timeously to ensure that all parts of the departmental buildings are accessible to those with disabilities.

7.1.4 Reasonable accommodation for people with disabilities should always be a priority for keeping and retaining.

7.1.5 Employees with special needs and also assisting them to perform effectively and access all employee benefits.

7.2. General:

7.2.1 The department shall pay registration fees for admission of all professionals to various Professional Bodies relevant to the department's line functions;

7.2.2 Determining starting notch (preferably the maximum notch at all levels) to attract and/or retain employees with scarce skills

- 7.2.3 Whenever an employee submits his or her resignation, attempts will be made to retain them depending on performance, including offering a higher salary allowed for the position;
- 7.2.4 Offer financial assistance to employees who intend improving their qualifications through bursaries;
- 7.2.5 Provide subsidized vehicles for employees whose functions demand travelling;
- 7.3 Other important measures to be implemented for staff retention are as listed below:
 - 7.3.1 Staff morale will be assessed annually.
 - 7.3.2 Exit interviews will be conducted whenever employees leave the department. The results thereof to be shared with line managers.
 - 7.3.3 An internal audit of the employees' dispensation, job structure & job weight (job evaluation) and work circumstances will be conducted every second year (i.e. once in two years) for the purpose of effecting the upgrading of incumbents.
 - 7.3.4 Employee Wellness Programmes (i.e. employee assistance programmes, occupational health and safety, as well as HIV & AIDS), shall be prioritized enhance health and safety of employees at work

8. SUCCESSION PLANNING AND TALENT MANAGEMENT

Notwithstanding the fact that government prescripts are in existence to guide on the upward mobility of employees, the department shall enhance the implementation of the following measures to pursue succession planning and talent management:-

- 8.1 Ensure that human resource development interventions are geared towards effective performance and employees' upward mobility in support of succession planning and talent management initiatives;
- 8.2 Give opportunity to good performers to act in higher positions on a rotational basis;
- 8.3 Succession planning should not only be targeting vacancies to be created by employees who are about to retire, but also implemented through talent management in order to identify

those employees who need the necessary support and opportunities for nurturing their talents and also for career development and personal growth.

- 8.4 The performance management system (PMS) can be effectively used as a tool to identify employee talents for necessary interventions and career development.

9. ROLES AND RESPONSIBILITIES

Role players	Responsibility	Deliverables and timeframes
Steering Committee (the Departmental Employment Equity Forum under Senior Manager: HRM, shall serve as Steering committee).	<ul style="list-style-type: none"> - To implement and maintain the policy. - To monitor implementation and the impact of the policy. - To report to the Head of Department on the above. 	<ul style="list-style-type: none"> - Policy cleared with organized labour. - Policy communicated to employees and line management. - Monitoring of the strategies to be done continuously. - Progress / status quo to be reported to the Head of Department on a quarterly basis.
Corporate Service Component	<ul style="list-style-type: none"> - Development of measures on non – discrimination and sexual harassment in the workplace. - Accessibility survey in respect of people with disabilities. - Develop a proper Procedure for line managers to make counter offers. - Assessment of morale amongst employees. - Internal audit of the employees' dispensation, structure and work circumstances. 	<ul style="list-style-type: none"> - All supporting tools to be developed for use (i.e. accessibility survey, morale assessment, procedures for counter offers, work circumstances audit, etc.)

Line Managers & Heads of Districts	- Share the responsibilities of the implementation of this strategy with HR component.	Share same responsibilities with HR component.
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10. MONITORING AND EVALUATION

This policy will be monitored on a monthly basis by the human resource component, which will report its findings to the steering committee.

The implementation of this policy will be evaluated within a period of six months of it coming into effect, jointly by the human resource component, line managers and the senior management team.

11. POLICY REVIEW

The policy will be reviewed annually or when necessary.

~~RECOMMENDED/NOT RECOMMENDED~~




 ACCOUNTING OFFICER

20/10/08

 DATE

~~APPROVED/NOT APPROVED~~





 EXECUTING AUTHORITY

21/02/08

 DATE