

DEPARTMENT OF SPORT, ARTS AND CULTURE
LIMPOPO PROVINCIAL GOVERNMENT
SKILLS RETENTION POLICY

1. INTRODUCTION

Attraction and retention of skilled personnel is very costly given the lost of experience and training costs. The majorities of unemployed people have not worked since leaving schools and have no work experience. The rate at which staff members are leaving the department has a potential to frustrate efforts towards the achievement of the Department's objectives as outlined in the strategic plan.

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

- To attract and retain competent staff.
- To help develop a skills base for succession planning.
- To ensure career development for staff.
- To ensure retention of staff members that falls under scarce skill.
- To ensure that the best, most well trained and suitable employees are retained within the department.
- To establish measures to prevent performing staff from leaving the Department

4. SOURCES OF AUTHORITY

The policy is based on the :

- Public Service Act (Act 103 of 1994);
- Labour Relations Act (Act 66 of 1995);
- Scarce skill strategy for the Public Service,2002;
- Scarce Skills Policy Framework for the Public Service,2003 and
- The provisions in the Public Service Regulations, 2001, Chapter 1,part V.
- Employment Equity Act (Act 55 of 1998)

- Scarce Skills Framework of the DPSA
- Skill development Act (Act 97 of 1998)
- Skill development levy Act (Act 9 of 1999)

5. PRINCIPLES

The policy is based on the principles that:

- Posts that require scarce skills will be identified through skill audit
- Job Evaluation System will be used to determine the appropriate salary level for employees whose services are considered critical.
- Mentoring and coaching for high performers will not mean automatic placement to higher posts.
- The culture of developing staff continuously should be maintained.
- The culture of creating and sustaining a pleasant and human working environment where employees are given a chance to continuously re-skill should be emphasized.
- The reason for leaving the Department should be determined by exit interviews questionnaire and staff morale assessment surveys.
- The career development framework should by no means be misconstrued to be creating expectations for either promotion or monetary rewards.
- Information about the employee's career path should be kept confidential.
- Job rotation of employees should not be used as punishment.
- Sound recruitment and employment practices

6. SCOPE OF APPLICABILITY

The policy is applicable to all employees employed in terms of the Public Service Act as amended.

7. RETENTION STRATEGIES FOR THE TARGETTED CATEGORIES

7.1 Providing Counter Offers.

The Department will provide counter offers to outstanding performers on the following areas identified as critical and scarce through the skills audit processes;

- Museum human scientists
- Sport psychologist

- Heritage practitioners.
- Fine Arts
- Media Arts
- Visual arts
- Sign language interpreters
- Graphic Designer

7.2 Continuous Human Resource Planning.

Human Resource planning will be conducted on a continuous basis to identify emerging gaps and match the available skills and competencies with the post. The planning will assist in assessing trends in demand and supply of human resources as a mechanism to ensure that the Department has the right staff, at the right time and in the right places. The human resource plan shall be developed in collaboration with line managers.

7.3 Accelerated Human Resources Development.

Training interventions in areas of scarce skills will be prioritized to improve service delivery. Accelerated development programmes for high performers and scarce resources for succession planning

7.4 Internships and Study Assistance.

Internship and study assistance programmes will focus on areas where there are difficulties in recruitment and retention of employees within the department.

7.5 Competency Assessment

All candidates for senior management service posts will be subjected to competency assessment before appointment and those that are already within the employment will be assessed for developmental purposes.

7.6 Leadership development

Senior managers, managers and deputy managers will be developed on areas of management and leadership.

7.7 Job rotation

Employees will be rotated to different posts and sections of their choice and their job scope increased for multi -skilling and job satisfaction. Management should strive to rotate employees within their respective sub-branches or business units. However, consultation with employees should be done first, before embarking on job rotation so as to ensure consent.

8. MEASURES TO PREVENT STAFF FROM LEAVING

- Reward staff who excel and counter any attempt to poach staff.
- Create a culture of ownership.
- Provide opportunities for individual and teamwork.
- Empower employees through training and development.
- Continuous provision of strategic direction.
- Implement an effective grievance procedure.
- Provide resources.
- Conduct organization audit and assessments and surveys and use findings to improve the work environment. In this regard:
 - staff morale will be assessed on a quarterly basis
 - exit interviews will be conducted whenever staff leaves the department
 - an internal Organizational audit, job structure and work circumstances will be conducted every after years.

9. ROLES AND RESPONSIBILITIES

ROLE PLAYERS	RESPONSIBILITY
Human Resource Management	<ul style="list-style-type: none">• Establish appropriate policies, procedures and systems for human resource management.• Translate the departmental business strategy into human resource strategy.• Identify employees or categories of employees who might leave.• Analyse staff movement trends and identify high risk employees/occupations for line managers.• Analyse skills demand and supply trends in the labour market.• Perform constant skills audits within the


11. POLICY IMPLEMENTATION

The policy shall come into effect on the first date of the month following the month which the Executing Authority approved the policy.

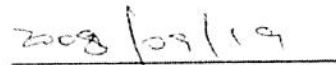
12. REVIEW OF THE POLICY

This policy shall be reviewed annually and amended as and when necessary.

Recommended/Not Recommended



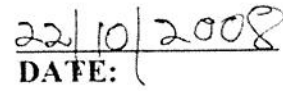
HEAD OF DEPARTMENT



DATE :

Approved /Not Approved/Amended:


MEMBER OF EXECUTIVE COUNCIL


DATE:

ANNEXURE (A)

A. CRITICAL SKILLS IDENTIFICATION FORM

What are the top three skills or competencies that you will require to achieve the goals set for the unit?

Who could you not stand to lose at this moment and for what reason?

What are the critical skill areas for your unit now?

What skills do you have amongst your employees now that you will not have in two years?

If all but 10 employees within your unit need to be replaced tomorrow, who would you seriously attempt to keep? _____

What skills would significantly improve the performance of your unit over the next 12 months?

Of the candidates who declined your job offers during the past year, who do you most regret not signing on to your unit and why?

ANNEXURE (B)

CLIMATE SURVEY

The survey is designed to give the department's management guidance on how to improve the workplace environment.

This survey is to be answered anonymously.

1. Ratings

Please rate the department on the following issues by circling one of the numbers from one to five (one being awful, and five being great).

a. Compensation to employees	1	2	3	4	5
b. Opportunity for advancement	1	2	3	4	5
c. Benefits	1	2	3	4	5
d. Friendly work environment	1	2	3	4	5
e. Training	1	2	3	4	5
f. Performance evaluations	1	2	3	4	5
g. Quality of supervision	1	2	3	4	5
h. Management culture	1	2	3	4	5
i. Job security	1	2	3	4	5
j. Overall satisfaction with job	1	2	3	4	5

2. Employees Morale

a. How would you describe the morale (or spirit) of your fellow employees in general?

b. What could the department do to improve employee morale?

3. Guidance

a. Are you given enough guidance to perform your job?

b. Are you given enough feedback on your works?

c. How would you change the procedure for performance appraisals?

4. Training and Technology.

a. What additional training could be given to employees (if any) that would improve moral? _____

b. What additional do you believe would benefit the department?

5. Benefit

a. Which of the benefit that the department offers do you think are valuable?

b. What additional technology do you believe would benefit the department?

6. Flexibility

a. Are you given enough flexibility to perform your job?

b. What more flexibility could you be give that would help you to do your job better?

7. Supervisor

a. Are you adequately supervised?

b. Is your supervisor aware of any concerns you may have?

c. How would you improve any improve of the supervisory procedures in the department?

EXIT INTERVIEW FORM TO BE USED DURING EXIT INTERVIEWS TO FIND OUT WHY THE EMPLOYEE IS LEAVING THE DEPARTMENT .

Date: _____

Employee s name: _____

Branch/Division: _____

Job Title: _____

Supervisor: _____

Dare of employment: _____

Start: _____

End: _____

1. What is your main reason for leaving?

2. Do you feel the department treated you fairly during your employment?

3. Would you consider coming back to the department ?

4. In your opinion, were you paid an adequate salary for the work you did?

5. Under what conditions would you have stayed?

6. If you were to change something in the department, what would you have changed?

11. Were you satisfied with your working conditions?

12. Are security arrangements appropriate in the department? If not, how could they be improved?

13. Do you have any suggestions for improving employee morale?

14. What did you like?

(a) Most about your position?

b)Least about your position?

15. Could anything have been done to prevent you from leaving?

16. Did you find that the goals and targets of your role were clear during your department?

17. Could your qualification and skills have been used to better advantage?

SIGNATURE _____

DATE _____

**LIMPOPO PROVINCIAL GOVERNMENT
DEPARTMENT OF SPORT, ARTS AND CULTURE**

OVERTIME POLICY

1. Preamble

The overtime policy aims to compensate employees who are required to work more than their prescribed normal hours or on days of rest, by order of an Executing Authority or his/her delegate.

2. Purpose

The policy aims to:

- 2.1 Compensate employees who have been granted permission to work more than normal hours or on days of rest for the purpose of service requirements and service delivery.
- 2.2 To regulate the performance of overtime duty and the condition under which remunerative overtime should be performed.
- 2.3 Ensure uniformity and fair management of overtime in the department.

3. Legal Mandates

- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Public Service Regulations, 2001
- Public Service Act, 1994, (Proclamation No. 103 of 1994) as amended
- Public Service Coordinating Bargaining Council (PSCBC) Resolutions No 1 of 2007
- Resolution book 2003
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), as amended
- Code of Good Practice on Working Time
- SMS Handbook

4. SCOPE OF APPLICATION

This policy is applicable to all employees in the Department employed in terms of the Public Service Act and with a basic salary which is not higher than R132 054 per annum:

5. DEFINITIONS

In this policy, unless the context indicates otherwise:

- 5.1 **"Day of rest"** means
- a) A Sunday or a public holiday in the case of an employee who normally does not work on such a day;
 - b) In case of an employee who normally works on a Sunday or public holiday, such other day the employee is normally released from duty;
 - c) A Saturday in the case of an official who observes a full-scale five-days working week.
- 5.2 **"Overtime work"** **"overtime"** means works in excess of the hours of work per day/week or month that an employee has contracted to perform;
- 5.3 **"Remunerative overtime"** means compensation for official work that an employee performs under specific circumstances in excess of the employees normal working hours by order or permission of the Executing Authority or his/her delegate. Compensation can be monetary, time off or any other compensatory measure that the Executing Authority or his/her delegate may deem appropriate and reasonable.
- 5.4 **"basic salary"** for the calculation of overtime worked shall be the actual salary notch of the employee, provided it shall not be higher than a basic annual salary of R 132 054 per annum. This amount will be increased by the percentage of the annual general salary adjustment with effect from 1 July of each year, commencing 1 July 2008. This provision excludes employees on commuted overtime.
- 5.5 **"BCEA"** means the Basic Conditions of Employment Act, 1998, as amended;
- 5.6 **"day"** means a period of 24 hours measured from the time when the employee normally commences work, and daily has corresponding meaning;
- 5.7 **"public holiday"** means any day that is a public holiday in terms of the Public Holidays Act, 1994 (Act 36 of 1994); and
- 5.8 **"week"** in relation to the employee means the period of seven days within which the working week of that employee ordinarily falls.

6. EMPLOYEES ENTITLED TO OVERTIME COMPENSATION.

- 6.1 Employees from levels 1-12 qualify for overtime payment by virtue of the job that they perform, but they will have to comply with the requirements set out in this policy to justify the payment of overtime.
- 6.2 The following categories of employees may not receive compensation for overtime due to the nature of their work and responsibilities:
 - 6.2.1 Members of the Senior Management Service
 - 6.2.2 Contract workers

7. CONDITIONS FOR OVERTIME WORK

- 7.1 All responsible managers should ensure that they have budgeted for remunerative overtime.
- 7.2 An employee may perform overtime work to a maximum of three hours on a working day or 8 hours on weekends or public holidays.
- 7.3 Employees may not be permitted to work more than three hours overtime a day and ten hours overtime per week.
- 7.4 The Department may not require or permit an employee to work overtime except by written agreement.
- 7.5 An employee may work overtime on a Sunday or public holiday, if an Executing Authority or delegated person required the employee to work:
 - 7.5.1 On those days that the employee does not normally work or
 - 7.5.2 If the employee normally works on those days, but is off from work.
- 7.6 Overtime payment for driver/messenger serving the Executive Authority shall be dealt with in accordance with the financial manual as determined by the Minister of Public Service and Administration from time to time.
- 7.7 Except in exceptional circumstances, the monthly compensation for overtime should constitute less than 30% of the employee's salary.
- 7.8 The Department shall within one month of the employee becoming entitled to, compensate authorized overtime by:
 - 7.8.1 Granting the employee time off
 - 7.8.2 Paying the employee concerned the prescribed rates on overtime as per agreement

8. COMPENSATION FOR OVERTIME

The Department may grant an employee time off equal to the time worked or compensate authorized overtime work by paying an employee.

8.1 Pay for Ordinary Work on a Sunday

- 8.1.1 If an employee is required to work an ordinary shift on a Sunday, the Executing Authority must pay the employee for such ordinary work on a Sunday 1.5 x the employee's basic salary.
- 8.1.2 If the shift worked by the employee falls on a Sunday and another day, the whole shift is deemed to have been worked on the Sunday, unless, the greater portion of the shift was worked on the other day, in which case the whole shift is deemed to have been worked on the other day.

8.2 Pay for Ordinary Work on Public Holidays

- 8.2.1 If a Public Holiday falls on a day which an employee ordinarily works the Executing Authority must pay the employee 2 x his or her basic salary, without the option of granting time-off. In other words, the category of staff concerned is shift workers who in terms of their shift rosters have to perform their ordinary work on a Public Holiday.
- 8.2.2 If the shift worked by an employee falls on a Public Holiday and another day, the whole shift shall be deemed to have been worked on the Public Holiday, but if the greater portion of the shift was worked on the other day, the whole shift shall be deemed to have been worked on the other day.

8.3 Calculation of Compensation for Overtime Work

- 8.3.1 The compensation for normal overtime is calculated according to the following formula:

$$C \times 1.5 \times T$$

T is calculated as follows:

$$T = A \times 7 \div B$$

$$365$$

Where –

A is equal to the smallest of the basic salary of the employee, *as defined in paragraph 5.4 above*, or if the overtime duty is performed on a working level lower than the normal working level of the individual concerned, the maximum salary notch of the salary grading attached to the post class that

is representative of the lower working level.

B is equal to the weekly number of hours of attendance prescribed for the employee

C is equal to the number of overtime hours worked

- 8.3.2 The compensation for overtime work performed on a Sunday or Public Holiday is calculated according to the following formula:

$C \times 2 \times T$

Where –

C is equal to the number of overtime hours worked

T is calculated as follows:

$T = A \times 7 \div B$

365

Where –

If the overtime duty is performed on a working level lower than the normal working level of the individual concerned, the maximum salary notch of the salary grading attached to the post class that is representative of the lower working level.

B is equal to the weekly number of hours of attendance prescribed for the Employee

C is equal to the number of overtime hours worked

8.4 **Non-Monetary Compensation**

- 8.4.1 In case there are budgetary constraints managers should negotiate and agree on time off with their employees.
- 8.4.2 The Head of Department or the delegate shall grant such approval for time off/flexible hours equal to 1.5 times (for ordinary working hours) and two times (for Sundays and public holidays) the time worked.
- 8.4.3 Paid time off must be granted within one month from entitlement and cannot be accumulated.
- 8.4.4 Time offs should be arranged in such a manner that service delivery is not compromised.

9. **Control Measures**

- 9.1 All Senior Managers should ensure that the approval for overtime is granted by the Head of Department through the Chief Financial Officer.

- 9.2 In order to exercise proper control on overtime work, responsible managers should ensure that:
 - 9.2.1 Overtime is minimized
 - 9.2.2 Overtime remuneration is cost effective
 - 9.2.3 Postpone overtime work for trifling periods.
- 9.3 Approved documents are to be submitted to Human Resource Management for authority number.
- 9.4 All overtime work must be supervised by a senior official other than those who are working.
- 9.5 An attendance register must be kept and duly signed by the supervisors and submitted to Human Resource Management.
- 9.6 Human Resource Management shall keep and maintain records of all overtime duty for audit purpose.
- 9.7 All records of agreed and taken time off are kept and well managed to minimise /avoid confusion with the administering of normal leave.
- 9.9 Original copies of approved paid time offs documents are to be submitted to Human Resources Management for processing.
- 9.10 In order to improve control, the responsible managers must define beforehand the number of hours overtime duty to be performed each day, and as far as possible set production targets.
- 9.11 Senior Managers should ensure that the staff is not employed on overtime duty to such an extent that the quality and quantity of work performed during normal hours of attendance as well as during periods of overtime duty are adversely affected.
- 9.12 When considering overtime duty, managers should also take into account the following:
 - 9.12.1 The circumstances which necessitated the performance of overtime
 - 9.12.2 The steps which were taken to prevent the performance of overtime duty, for example redistribution of duties amongst available employee, reallocation of employees, temporarily utilization of employees in other divisions.
 - 9.12.3 Indicate the numbers and ranks of the employees who will be required to perform overtime duty.
 - 9.12.4 When overtime is utilized to address backlogs, the circumstances should be investigated and reported upon before approval to perform overtime duty is granted.

9.13 Overtime should only be authorised when funds are available to finance the expenditure, which will be incurred as a result of the approval of rendering paid overtime duty.

10. EMPLOYEES IN SENIOR MANAGEMENT

Senior Management Members may not request or claim remunerative overtime work, unless approved by the Executing Authority or delegate, provided that it is in the national and international interest. A submission in this respect must be made in writing and augmented by an estimation of the duration of and the costs involved in overtime work.

11. MONITORING, EVALUATION AND REPORTING

The sub-branch Human Resource Management & Development will be responsible for monitoring implementation of this policy and providing support service to management and to produce reports as and when required.

12. POLICY IMPLEMENTATION

The policy shall come into effect on the first date of the month following the month which the Executing Authority approved it.

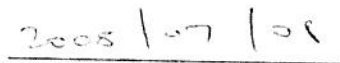
13. AMENDMENT OF POLICY

This policy shall be reviewed annually and as and when necessary and it shall follow the initial process of policy development.

~~RECOMMENDED/NOT RECOMMENDED~~



HEAD OF DEPARTMENT

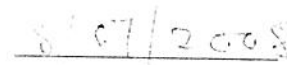


DATE

Approved /Not Approved:



MEMBER OF EXECUTIVE COUNCIL



DATE