



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

STAFF RETENTION POLICY

FOR OFFICE OF THE PREMIER

Ref: S1/P

Office of the Premier

Departmental Staff Retention Policy (approved on 26-06-2007).

1. Preamble

Improved service delivery depends on the quality of employees responsible for such services

Retention of skilled employees is a challenge faced by employers.

Employers need to manage employee turnover to ensure as little disruptions in the workplace as possible.

Staff retention needs to be seen as a strategic human resource issue.

2. Purpose

To provide a framework that will enhance retention of employees in the Office of the Premier, particularly with regard to scarce skills.

3. Legal Framework

Public service Act, 1994

Scarce Skills strategy for the Public Service 2002

Scarce Skills Policy Framework for Public Service, 2003

Public Service Regulations, 2001

Public Service Act, 1994 regulations policies and other laws covering human resources management form the basis of management of staff retention without using the term or concept “staff retention” by using the virtue of providing for:

Incentives – positive things that can be used to attract and retain employees

Rewarding employees for good performance and valuable suggestions

Disincentives – negative things that may make an employee think twice about leaving. {e.g. refund of amount paid for resettlement, payments for subsidized vehicles, refund of bursaries}

Granting of bursaries to employees or prospective employees

Granting special leave for developmental purposes (e.g. for examinations)

4. Definition

Staff retention is about finding the best employees for the job and finding ways of keeping these employees within a department.

5. Principles

Some employees have skills that are scarce although all employees are valuable;

Some employees have skills that are in high demand by competitors in other departments and in private sector;

Some employees have skills that are critical to the department.

6. Scope of applicability

To all employees within Office of the Premier

7. Key aspects to staff retention

Staff retention is directly influenced by the quality of six components of the human resource management system, namely;

- 7.1 Compensation & Benefits
- 7.2 Employee & Labour Relations
- 7.3 Human Resource Development
- 7.4 Human Resource Planning, Recruitment & Selection
- 7.5 Optimal human resource utilization
- 7.6 Health, Wellness & Safety

8. Some reasons for staff turnover:

The Office will through interviews, determine the prevalence and extent thereof regarding some of the common reasons attributed to staff turn over within its establishment.

Some of the reasons attributed to staff turn over to be determined are:

- 8.1 Financial considerations
 - Better salaries or service benefits elsewhere
- 8.2 Work environment
 - Low morale
 - Little motivation of employees
 - Lack of strategic direction
 - Lack of leadership and communication
 - Poor work challenges
 - Lack of empowerment of employees
- 8.3 Career development
 - Employees want to grow in their work
- 8.4 Affirmative action and employment equity
 - Affirmative action contributes towards movement of employees from one organization to another
- 8.5 Resistance to change
 - Fear of unknown
 - Reluctant to change old habits
 - Self interest
 - Economic insecurity
 - General mistrust
- 8.6 Internal mobility and job hopping
- 8.7 Leadership and management style

8.8 Lack of effective communication and grievance procedure

9. Retention strategies that will be implemented:

The following retention strategies will be used

9.1 Women and people with disabilities

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

9.2 Incentives

Offering a higher salary allowed for the position
Offering opportunities for further study (bursaries included)
Offering preference for internal staff for advertised posts

9.3 Action plan to prevent employees from leaving

Staff morale to be assessed on quarterly basis
Exit interviews to be conducted whenever employees leave
An internal audit of dispensation job structure and work circumstances of categories prone to high staff turnover to be conducted at end of every financial year

10. Roles and responsibilities

Role player	Responsibility	Deliverables
1. Human Resource Management component	<ul style="list-style-type: none">• Maintain the developed staff retention policy• Monitor implementation• Assess impact of the policy• Report to HOD on implementation and impact• Identify specific occupational categories to be targeted• Develop measures on non –discrimination and sexual harassment in the work place	<ul style="list-style-type: none">• Policy communicated to all employees.• Profile of identified occupational categories compiled.

	<ul style="list-style-type: none"> • Assessment of morale of employees or identified occupational category • Internal audit of identified category, structure & work circumstances 	<ul style="list-style-type: none"> • Morale of employees assessed. • Audit carried out.
2.Line Managers & HRM	<ul style="list-style-type: none"> • Design and maintain a system/tool for exit interviews/questionnaires for employees leaving 	<ul style="list-style-type: none"> • System/tool for exit interview designed and maintained. • System communicated to all employees. • System operational.

11. Monitoring

Monitoring on monthly basis by HRM component which will report to the HOD.

12. Review

Review annually during departmental strategic planning session.