



**DEPARTMENT OF PUBLIC SERVICE AND
ADMINISTRATION**

RETENTION POLICY

A handwritten signature in black ink, appearing to be 'J. J.', is positioned above the approval text.

APPROVED BY THE DIRECTOR-GENERAL: DPSA
DATE: 5/3/08

DPSA RETENTION POLICY 2008

NO	TABLE OF CONTENTS	PAGE
1	INTRODUCTION AND BACKGROUND	3
2	PURPOSE	3
3	OBJECTIVES	3
4	PRINCIPLES	3
5	SOURCES OF AUTHORITY	4
6	SCOPE OF APPLICATION	4
7	ROLES AND RESPONSIBILITIES	4
8	RETENTION STRATEGIES	5
9	ADMINISTRATIVE PROCEDURES	6
10	MONITORING AND EVALUATION	6
11	REPORTING	6
12	POLICY REVIEW	7
	Retention Questionnaire (FORM RQ)	8



APPROVED BY THE DIRECTOR-GENERAL: DPSA

DATE: 5/3/08

1. INTRODUCTION AND BACKGROUND

The DPSA is often challenged by unpredictable and sporadic labour attrition and turnover. The DPSA is also seen as fertile "training ground" for human resource specialists/generalists. It is therefore imperative for DPSA to ensure a continuous and seamless flow of human capital to be able to maintain delivery on it's mandate and business imperatives.

While succession planning is an important management mechanism to assist managers to forecast possible future capacity scenarios, managers must be able to respond with appropriate actions to mitigate any negative implication when officials opt to leave the department.

The reasons often cited by officials who leave the Department are which this policy seeks to address:

- Limited/no opportunities to advance in their career;
- Limited/no scope for improved salary packages;

2. PURPOSE

The purpose of this policy is to provide a policy framework to facilitate and enable the retention of employees particularly those who have scarce and critical skills.

3. OBJECTIVES

The following objectives underpin the development and implementation of this policy:

- 3.1 To provide objective measures to retain employees with critical and scarce skills to ensure sustained service delivery.
- 3.2 To retain suitably qualified, high performing and professionally competent employees.

4. PRINCIPLES

This Policy is based on the following principles—

- 4.1 Although all the 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.


APPROVED BY THE DIRECTOR-GENERAL: DPSA
DATE: 5/3/08

4.2 Some employees have skills that are in high demand by the 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.

5. SOURCES OF AUTHORITY

The following legislative and policy framework informs the development and implementation of this policy:

- Public Service Act, 1994, as amended
- Public Service Regulations, 2001
- Relevant DPSA circular minutes
- Human Resource Strategy for the Public Service, 2002
- Managing Staff Retention: An Information Guide for Government Departments, March 2006

6. SCOPE OF APPLICATION

This Policy shall apply to DPSA employees (except Interns and Learners).

7. ROLES AND RESPONSIBILITIES

7.1 DIRECTORATE: PEOPLE MANAGEMENT AND DEVELOPMENT shall:

ensure the administrative obligations attached to the retention of an employee is in line with this Policy .

7.2 RELEVANT LINE MANAGER shall

provide written motivation for the retention of an employee in line with the objectives and priorities of the branch/component.

7.3 DEPUTY DIRECTOR-GENERAL/HEAD OF BRANCH shall

provide written confirmation supporting recommendation to retain the employee in his/her branch/component.

7.4 DIRECTOR-GENERAL (DG) may

- a) approve the retention of an employee on levels 12 and below; and.
- b) recommend the retention of a SMS member to the Minister for the Public Service and Administration (MPSA)

7.5 MPSA may approve the retention of an SMS member.


APPROVED BY THE DIRECTOR-GENERAL: DPSA

DATE: 5/13/08

8. RETENTION STRATEGIES

- 8.1 An employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-
- a) A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch; or
 - b) a scarce skill, i.e. he/she has highly valuable skills which are difficult and expensive to recruit and are rarely available on short notice; or
 - c) a high level of performance, i.e. his/her performance is rated in terms of Performance Management and Development at 130% and above for the past six months.

The option to retain an employee shall occur to the extent that the retention offer made to the employee by the prospective new Employer shall be similar to the total remunerative package to the notch closest to the salary scale used in the public service that DPSA may consider offering.

- 8.2 An employee may be retained because of the service delivery ethic displayed by the employee through high performance and where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee.
- 8.3 An employee can be horizontally transferred within the DPSA if this would address career development aspirations. Due consideration must be given to such an employee whose performance is rated at least as more than fully effective (100%+) and where service delivery ethic is displayed through high performance and where the DPSA wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee. (PSR 1/VII/C.2.5).
- 8.4 Special measures to ensure the retention of Women and People with disabilities shall be targeted, i.e. prevention of sexual harassment and accessibility for people with various disabilities.
- 8.5 The DPSA shall provide growth, development and empowerment opportunities to ensure employees acquire competencies that improve their ability to work in other areas within the DPSA to enable progress to higher salary levels.
- 8.6 The DPSA shall ensure that employees have access to development and training that should support work performance and career development, i.e. bursaries, short courses, job rotation, in-house training to further their education and expertise.



APPROVED BY THE DIRECTOR-GENERAL: DPSA

DATE: 5/3/08

- 8.7 The DPSA shall design and evaluate jobs in scarce and high risk categories and evaluate them to maximize the compensation that can be offered to employees.

9. ADMINISTRATIVE PROCEDURE

- 9.1 The decision to request the retention of an employee vests with the line manager.
- 9.2 The relevant line manager may provisionally indicate to the employee concerned that he/she would submit a proposal for the retention of the employee's services to MPSA or DG, as the case may be, or her/his delegate.
- 9.3 The line manager must request the relevant employee to complete the Retention Questionnaire (FORM RQ) without creating any expectation of retention and this must be sent to the Deputy Director :People Management The line manager must consult the relevant branch manager and both must submit to the DD: PM written motivation for the retention of the employee.
- 9.4 The DD: PM shall draft a submission for the consideration and approval by MPSA or DG, as the case may be, or her/his delegate.
- 9.5 Upon receipt of the decision from the MPSA or DG, as the case may be, or her/his delegate, DD: PM shall inform the relevant manager in writing as well as providing the relevant employee with the letter to retain his/her services.

10 MONITORING AND EVALUATION

The Director: People Management and Development shall:-

- (a) assess employee morale annually;
- (b) conduct exit interviews when an employee leaves the DPSA and the results thereof will be shared with the relevant Branch/component head within one month of the interview.

11. REPORTING

The Director: People Management and Development shall report in the prescribed manner annually in October in the annual report and to EXCO

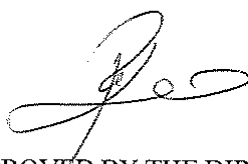


APPROVED BY THE DIRECTOR-GENERAL: DPSA

DATE: 5/3/08

12. POLICY REVIEW

This Policy shall be reviewed annually.

A handwritten signature in black ink, appearing to be 'J. O.', is written above the approval text.

APPROVED BY THE DIRECTOR-GENERAL: DPSA
DATE: 5/3/08

RETENTION QUESTIONNAIRE

FORM RQ
1. If the DPSA is in a position to retain you as an employee, what would your personal needs be? <input type="checkbox"/> Higher salary notch on current salary level <input type="checkbox"/> Revised working hours <input type="checkbox"/> Consideration of family responsibility <input type="checkbox"/> Revision of KRA, (job not challenging enough)
2. How would you rate the following in your current job? Poor, Fair, Good, or Excellent <input type="checkbox"/> Job satisfaction <input type="checkbox"/> Objective recognition of work performance at individual level <input type="checkbox"/> Management style <input type="checkbox"/> Communication <input type="checkbox"/> Leadership support
3. If the DPSA could do anything to retain staff members, what would you propose?
4. What would you consider an acceptable retention offer if the relevant approval could be obtained?
Name of Employee
Component/Branch
Signature Date
Name of Supervisor
Signature Date

APPROVED BY THE DIRECTOR-GENERAL: DPSA
DATE: