



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

CAREER MANAGEMENT AND RETENTION POLICY

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(i) Abbreviations

- a. HOD: Head of Department
- b. MEC: Member of Executive Council
- c. PSCBC: Public Service Coordinating Bargaining Council
- d. COGHSTA: Cooperative Governance, Human Settlements and Traditional Affairs
- e. HIV/AIDS: Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
- f. IT: Information Technology
- g. STATS SA: Statistics South Africa
- h. SMS: Senior Management Services
- i. PMS: Performance Management System
- j. EAP: Employee Assistant Programme
- k. PMDS: Performance Management Development System
- l. HR: Human Resource
- m. SBU: Strategic Business Unit

(i) Definition of terms:

Career Management:

the process that plans and shapes the progression of individuals within an organisation in accordance with the organisational needs and objectives, employee's performance potential and preferences

Counter-Offer:

an offer made in response to previous offer by the other party during negotiations for a final contract

Exit Interview:

an interview with employees when they are leaving an organisation to find out their views on how the organisation is run and reasons for leaving

High Risk Skills:

the skills possessed by demotivated employees or those who have reached the ceiling who may soon leave the department.

Scarce Skills:

those occupations in which there is a scarcity of qualified and experienced people, currently or anticipated in the future.

Staff Retention:

it is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs.

Staff turnover:

the number of permanent employees leaving the department within the reported period versus the number of actual active permanent employees

Succession Planning:

process by which one or more successors are identified for key posts or groups of similar key posts, and career moves and or development activities are planned for these successors

Valued Skills:

those skills possessed by a staff member who contributes positively to the department and whose loss may negatively impact the department in attaining its objectives

1. Preamble

Staff Retention Management is now regarded as one of the top priorities of strategic planning in an organisation because is premised on attracting employees to join the organisation through focused recruitment and selection strategies, keeping those who are already employed especially those whose skills are crucial to the organisation. The strategy covers both the psychological and operational aspects of the employee attached to the job or tasks for which they are appointed and it is also about making employees first priority and motivated.

The policy encapsulates definition of staff retention, key aspects of staff retention, reasons for skills shortage, statistics in terms of skills shortage and losses, key aspects of retention within the department, costs of losing staff, roles and responsibilities with regard to staff retention, furthermore, the policy deals with classification of skills, what will make employees stay in the department and reasons why do employees leave and what intervention measures to put in place to minimise staff turnover.

For the organisation to meet its mandates, senior and operational line managers need to work in partnership on staff retention management for them to be on the cutting edge of new people management thinking characterised by emotional intelligence.

2. Purpose and Objective of the Policy

The purpose of this policy is to provide guidance and regulate issues related to career management and staff retention in the department of Co-operative Governance, Human Settlement and Traditional Affairs.

2.1. Objectives of the Policy are:

- 2.1.1. To position the Department of Co-operative Governance, Human Settlements and Traditional Affairs as the employer of choice
- 2.1.2. To classify roles of line managers with regard to career management and staff retention
- 2.1.3. To ensure creation of a conducive and harmonious working environment for employees of the department
- 2.1.4. To ensure employees health and wellness
- 2.1.5. To complement implementation of HR Plan
- 2.1.6. To attract and retain competent staff
- 2.1.7. To retain key staff members whose services are regarded as mission critical or classified as scarce skills
- 2.1.8. To ensure career development for staff

- 2.1.9. To ensure the implementation of affirmative action regarding disadvantaged groups, particularly women and people with disabilities
- 2.1.10. To reduce annual staff turnover rate
- 2.1.11. To ensure optimal human resource utilisation
- 2.1.12. To ensure job continuity

3. Legislative Framework

- 3.1 Recruitment and Selection Policy – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.2 Public Service Regulations, 2001 as amended
- 3.3 Employment Equity Act 55, 1998
- 3.4 Job Evaluation Policy – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.5 Performance Management Policy – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.6 Affirmative Action and Employment Equity Plan – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.7 Integrated Training and Development Policy – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.8 Skills Development Act 97, 1998
- 3.9 Bursary Policy – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.10 Strategic Plan of the Department
- 3.11 Public Service Act, 1994 as amended
- 3.12 Labour Relations Act, 1995 as amended
- 3.13 HR Plan – Department of Co-operative Governance, Human Settlement and Traditional Affairs
- 3.14 PSCBC resolutions
- 3.15 The Scarce Skills Strategy for the Public Service, 2002
- 3.16 The Scarce Skills Policy Framework for the Public Service, 2003

4. SCOPE OF APPLICATION

This policy applies to all staff members/employees of CoGHSTA in terms of Public Service Act

5. ADMINISTRATION OF THE POLICY

The Head of Department through HR Planning, Post Provisioning and HR Information Management SBU is responsible for the administration of this policy.

6. POLICY CONTENTS

6.1 Principles that advise Career Management and Retention Policy

- 6.1.1. The policy is developmental rather than punitive
- 6.1.2. Classification of posts into scarce skills, valued skills, high-risk Skills and gender equality
- 6.1.3. Job evaluation outcomes shall serve as the basis to determine the salary levels of posts
- 6.1.4. The culture of continually developing staff shall be maintained in line with the Skills Development Act and Employee Performance Management Development System
- 6.1.5. The culture of creating and sustaining a pleasant and humane working environment where employees are given a chance to succeed shall be a norm
- 6.1.6. The potential and reasons for leaving the Department shall be determined by conducting exit interviews and staff morale assessment surveys
- 6.1.7. The Staff Retention Policy should by no means be construed to be creating expectations for either promotion or monetary rewards
- 6.1.8. Honesty, transparency, equity and fairness
- 6.1.9. This Policy is applicable to all employees within the Department of Co-operative Governance, Human Settlements and Traditional Affairs

6.2. Reasons for Skills Shortage in the Labour Market

6.2.1. Historical Reasons for the Shortage of Skills

As a result of South Africa's apartheid-based economy in the past (that restricted international interaction, small business development, skilling and occupational mobility), growth in the country's secondary and tertiary sectors was slow. Access to highly specialised skills (such as those necessary to be doctors, lawyers, accountants and engineers) was also reserved for only a few people, and the costs of these were beyond what most families could afford. Although we have now moved to democracy and, in theory, everyone should have access to education and to acquire skills, the result of the policies of the past is that there remains a shortage of skilled employees.

6.2.2. The impact of HIV and AIDS

Although there is no recent assessment of the impact of HIV and AIDS on the Public Service, the fact that it employs more than a million people makes it particularly vulnerable. Due to the huge impact HIV and AIDS can have in the workplace, managers need to improve their responses to it.

For example:

- 6.2.2.1 HIV and AIDS education and prevention programmes must be supported.
- 6.2.2.2 Specific issues related to HIV and AIDS should be explicitly incorporated into: Planning, implementation and core departmental functions; and strategies and plans for skills development.

6.3. Globalisation

Due to changes in the world economy, and South Africans being able to find work outside the country, some skills are more likely to be in short supply. Both the Public Service and the Private Sector have been negatively affected by this "skills flight". For example, the increased need for nurses, IT professionals, Engineers around the world (and the salaries offered there) has led to many of these professionals emigrating and leaving a shortage of skills in South Africa. To be able to keep such workers, departments need to develop and sustain a culture that is diverse, tolerant, developmental and performance orientated to remain attractive as employers of choice.

6.4. Increased Mobility

Although it was common in the past for a person to work for one or perhaps two employers over the course of their life, this is no longer the case. Instead, employees with scarce skills are in great demand and are often "poached" by competing employers or recognise for themselves that they can earn more money working for someone else. As a result, professionals in this category are much more mobile (in that they can move easily from one employer to another) and it is much harder to keep them in one employ for longer period.

7. National Skills in Short Supply

There is a general lack of skills in South African Labour Market. For example, research has shown the following:

7.1. In 2011, about 28, 9 % of persons aged 20 years and older had completed Grade 12 in South Africa, against 20, 4% in 2001 and 16, 3% in 1996. In 2011, only 11, 8 % of South Africans above the age of 20 held some form of post-matric qualification and 8, 6% have received no education at all. (Stats SA)

7.2. In 2000, 3 million of the 10 million economically active labour force were regarded as 'skilled' or 'highly skilled'. The rest of (7million) were semi-skilled and unskilled (Department of Labour, 2001).

8. Turnover Rates in the Department (Co-operative Governance, Human Settlements and Traditional Affairs)

Between 1 April 2012 to 28 February 2013 the department lost 2% (49) of the staff members due to different reasons and 0.48% (11) were in key position, that being SMS members, technicians/engineers.

4 SMS members – 0.17%

7 Engineers, Town and Regional Planners, Land Surveyor, Industrial Technicians, Spatial Planner – 0.3%

A larger portion of terminations were death (17) and normal retirements (16)

Between 1 April 2013 to 28 February 2014 the department lost 2,17% (46) of the staff members due to different reasons and 0.23% (5) were in key position, that being technicians/engineers and middle managers.

3 Engineers, Town and Regional Planners, Land Surveyor, Industrial Technicians, Spatial Planner – 0.14%

2 Middle managers - 0.09%

A larger portion of terminations were death (13) and normal retirements (22)

9. Broad Retention Challenges Nationally and in the Department

9.1 Reasons for Staff Turnover

Employees leave their employers for a variety of reasons. Some of the reasons for staff turnover are unavoidable and beyond the control of the department. Some staff turnover is avoidable and can be managed, which is why career management and staff retention becomes both possible and important;

9.1.1. Unavoidable Reasons

There is nothing the Department can do with regard to unavoidable turn-over caused by the death of an employee or for personal reasons such as retirement, the employee's health or family relocation or any unforeseen natural attrition.

9.1.2. Avoidable Reasons

9.1.2.1. Financial Considerations

Many people leave because they are offered better salaries or service benefits elsewhere. Although the Public Service remuneration system is perceived as inflexible and not competitive enough to attract and keep talented staff, the department can make an effort to reward staff who excel and to counter any attempts to poach staff. The provision in the Public Service Regulations, 2001 that allows departments to raise an employee's salary for purposes of retention is an important tool in this regard.

9.1.2.2. Work Environment

A poor work environment leads to employees being unhappy at work and makes other job options attractive to them. Some examples of a work environment that might chase people away are:

- 9.1.2.2.1 Low morale;
- 9.1.2.2.2 Little motivation of employees;
- 9.1.2.2.3. Lack of strategic direction;
- 9.1.2.2.4. Lack of leadership and communication;
- 9.1.2.2.5. Poor work challenges; and Lack of empowerment of employees.

9.1.2.3. Career Development

Employees want to grow in their work and will continually search for opportunities for growth. If the department does not provide these opportunities, employees will begin to look elsewhere. It is of great importance that department provide support and targeted training to address competency gaps for the purpose of skilling employees and preparing them for promotions and other forms of enriching their jobs and capacity to function.

9.1.2.4. Affirmative Action and Employment Equity Considerations

Affirmative action is one of the major reasons why employees move from one organisation to another. Like in most developing countries, the South African labour force is becoming younger and more dynamic. Because both the Private and Public Sectors have to comply with laws relating to affirmative action and employment equity, and because there are still skills shortages amongst historically disadvantaged groups, there is a lot of competition for (and poaching of) those who have acquired the necessary skills and.

The department advocates an inclusive and transparent recruitment processes that seeks to ensure affirmative action measures are implemented to achieve a representative workforce, and this include participation of employment Equity Consultative Forum that plays an important role regarding transformation.

9.1.2.5 Resistance to change

All organisations go through changes – some minor and others major. When this happens, some employees may not agree with the changes and may leave. The most common reasons for this are:

- 9.1.2.5.1. Fear of the unknown;
- 9.1.2.5.2. Uncertainty regarding change: “Comfort Zone”
- 9.1.2.5.3. Disruption of routine
- 9.1.2.5.4. Loss of benefit: What’s in it for me?
- 9.1.2.5.5. Economic insecurity;
- 9.1.2.5.6. Threat to position of power
- 9.1.2.5.7. Redistribution of power
- 9.1.2.5.8. Disturb existing social networks
- 9.1.2.5.9. Conformity to norms and culture

9.1.2.6 Internal Mobility and Job-hopping

The opportunities for internal mobility (moving around within an organisation, either through promotion or by moving to another department) are obviously far greater in the Public Service than in the Private Sector, simply because the Public Service is so big. Modern employees tend to ‘job-hop’ from one job to another, especially where their skills and profile are in high demand in terms of market forces.

Complicating the problem for some provinces is that the provinces are unequal in an economical sense. As a result, young talent is often attracted to the economically stronger provinces.

9.1.2.7 Leadership and Management Style

Talented employees may leave an organisation if they believe the management style is stifling growth and not empowering, or where managers are not people-focused. Management should keep abreast of characters and appreciate some behaviour of new generation of workers so that they may be able to adapt their approach where necessary to accommodate all groups of people.

9.1.2.8 Lack of Effective Communication and Grievance Procedure

It is common for employees to find something that they dislike about their job, the work environment or their managers. Where no effective grievance procedure is in place or is not followed, employees have no way of having their concerns heard and addressed. In the end, the only option left to them is to resign.

9.2. Costs of Losing Staff

9.2.1. Separation Costs

This are costs which can be incurred during exit interviews, administrative expenses related to termination and severance pay just to mention a few.

9.2.2. Vacancy Costs

These costs include expenditure incurred due to increased overtime or the employment of temporary staff.

9.2.3. Replacement Cost

These include recruitment and selection costs such as advertising, competency assessments and pre-employment administrative expenses such as purchasing new furniture or equipment.

9.2.4. Training Costs

When new employees are recruited, they need to undergo orientation and induction training. Arrangements for the venues and facilities as well as catering exhaust a lot of the operational budget.

9.2.5. Intellectual Costs

The most talented employees leave a vacuum and results in a substantial loss of organisational memory.

9.3. Reasons why Employees Stay

The reasons why employees stay with an employer are closely linked to their own motivation and preferences. There are many initiatives the department can take to encourage their staff to stay such as the following:

9.3.1. Provision of Resources

The department will make sure that there are enough resources available to meet the demands of the job and for employees who require assistive devices in order to function, such devices shall be sourced accordingly and special need for women who have young children in need of child care facilities shall be provided.

9.3.2. Empowerment of Employees

The department shall empower employees through training and skills development to meet the job standards, encourage innovation and taking of responsibility for their own job. The reward for good work must be done formally and informally.

9.3.3. Succession Planning

Employees at same levels and occupational categories should be equally developed and mentored to prepare them for future upward mobility/promotions.

They should also be provided with same opportunities to act on higher posts where there is a need for one to temporarily resume the role and added responsibilities.

The department will benefit immensely when there is a huge number of capable people at all times ready to take-over positions of higher responsibility.

Departure of people in key position's impact on service delivery will be minimal since there would be a pool of capable employees to act on such positions until the posts are filled.

9.3.4. Cultural Change

The department shall create a culture of ownership, that is, to make workers feel that they are a part of the organisation and so are working for themselves.

9.3.5. Optimal Utilisation of Human Resource

The department shall delegate employees to take higher responsibilities and perform challenging work. Provision of opportunities for both individuals and teamwork must be encouraged.

9.3.6. Communication

The department shall ensure that there is proper communication with, and feedback to, workers regarding all matters that may affect employees so that they are kept informed at all times.

10. Key aspects of staff retention for the Department

10.1 HR Planning

Human Resource Planning need to work with all sub departments if it intends to reach its goal on staff retention. In order to provide a good basis for developing staff retention management and strategies the organisation shall ensure that there is the right staff, at the right time, and in the right places through the implementation of HR plan.

10.2 Human Resource Development

The Workplace Skills Programme is in place to ensure that opportunities for growth and development are created for the entire workplace through competency profiles, PMS, bursary policy and training and development.

Training should strive to ensure each person is trained during the course of every financial year and is specifically targeted at competencies that employees lack and are crucial for the execution of the job, provided there is enough budget.

10.3. Compensation and Benefits

In order to become an employer of choice (world class organisation) the department should compare its offers with competing organisations and strive to give/provide the better benefits complemented by its conducive working conditions.

10.4 Optimal Human Resources Utilisation

To have motivated staff who will keep themselves busy with the job they are assigned to, job rotation, secondment, and transfers shall be encouraged. Line managers should receive training on different leadership styles.

10.5 Health, Wellness and Safety

Incentives such as money alone cannot play a decisive role in motivating employees. Employees need a sense of safety at workplace, for example, user friendly buildings, employee wellness programmes e.g. HIV/AIDS policy, health and safety policy, EAP policy and risk free environment (safety and security).

10.6 Labour Relations

The Labour Management Forum is in place and comprise of management and Labour Unions where issues affecting workers in general are discussed and resolved.

11. Classification of Skills

11.1 Scarce Skills

Those skills that are needed to realise the department's goals and objectives, but which are difficult to recruit and expensive to replace. At some times, a particular skill may be in short supply, while at others a different skill may be hard to find and replace.

These skills are identified by:

- 11.1.1 Analysing staff turnover;
- 11.1.2 Considering acquisition trends in a particular job category or geographical area and
- 11.1.3 Understanding the department's skills requirements and the competition for such skills in the labour market

11.2 Valued Skills

The focus is 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 rather than in the scarcity of skill as such.

11.3 High Risk Skills

These are the skills that employees have who may soon leave. These include employees who have indicated a need to leave the department (those who are de-motivated, those who may have reached a career ceiling, people with disability and women particularly at SMS level)

12. Interventions to Retain Staff

Interventions to retain staff are most effective if they are aimed at a specific circumstance or skills group, and at the same time, the interventions are integrated and linked with as wide a variety of human resource practices as possible.

The following human resource practices need to be integrated and aligned with a staff retention strategy

12.1 Recruitment and Selection Process

A lot of staff losses are caused by bad selection decisions, where the wrong person is appointed for the job. To prevent this, effective and efficient recruitment and selection processes must be adhered to. Accurate job descriptions must be developed that clearly identify the core competencies required for successful performance.

Department seeks to address this challenge by ensuring its advertisements are professional and specify competencies required and whether positions are designated or not in terms of the employment equity plan.

12.2 Effective Induction Methods

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to employment. It is therefore essential that line managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have a well-structured and dynamic induction programme that stretches from the employee's first day at work until they have been thoroughly introduced to their job. Induction should start within three days of employment.

12.3 Human Resource Development

Rather than sending employees for long periods of training away from work, provide them with phased training that allows them to gradually acquire the required knowledge and skills on the job. This increases confidence in the work and also builds the employee's trust in the employer.

Developmental initiatives in respect of scarce skills should be accompanied by contractual binding to serve the department after completion of the relevant developmental activity, which should at least be for the same duration as the study period.

12.4 Alignment of Competencies with job requirements

Although this is not always easy to achieve, aligning the departments needs with the employee's competencies results in a positive organisational fit. As far as possible, employees should be used in jobs that are aligned with their personal preferences, interests and strength.

12.5 Career Opportunities

Technology is improving on a daily-basis and employees need to be put abreast of this. Although modern departments no longer need to focus on long-term employment, employees still need to be made aware that opportunities exist for career growth and an increased level of responsibilities. These growth opportunities might not always be upwards though, for example, some employees may be satisfied with learning a new job that they are very interested in even though it will not mean a promotion or a higher salary to them.

The establishment of a personal development plan for each employee is the joint responsibility of line managers and employees and should have it linked to their current competencies, performance management outcomes and the department's needs.

Line managers and employees should review these plans on a regular basis for the purpose of strengthening and adjusting them.

12.6 Performance Management and Development Systems

One of the most important management tools in the Public Service is the implementation of Performance Management and Development Systems. Department have such systems in place for both SMS and non-SMS employees and that utmost care is taken to ensure the fair, consistent and transparent application of employee appraisal.

Processes for awarding of pay progression and bonuses should be managed fairly to avoid unhappiness and grievances. Management capacity to deal with poor performers and staff development must also be improved.

12.7 Leadership

Senior Managers should lead by being exemplary to employees, they must show commitment to their managers, fellow employees and the culture that drives the department to higher level at all times.

12.8 Exit Interviews

Exit interviews are an important tool for designing staff retention interventions and they will be conducted whenever an employee is leaving the department and/or when turning down the employment offer to join the department.

12.9 Counter-Offer

Although Government departments have little flexibility in how employees are paid, there are some measures that can be embark upon to find and keep employees with both valuable and scarce skills. Jobs in the scarce and high risk categories should be properly designed and evaluated to maximise the compensation that can be offered to candidates and employees.

The department must fully and correctly utilise the scarce skills allowances available for certain categories of staff.

- 12.9.1. Counter offering may be done on scare skills, valued skills, high risk skills and consideration of employment equity on the basis that reasons that drove employee to look for employment somewhere else are addressed and eliminated where possible.
- 12.9.2. Line managers should consult HR planning for intervention once they identify workers in the scare skills categories showing interests to leave the department.
- 12.9.3. Counter offer will be based on a request from relevant Senior Manager making a substantiated request to Human Resource Planning for facilitation of the process.

- 12.9.4. The submitted request should be informed by the availability of promotional position within the respective SBU and where there is no existing equivalent vacancy, a post from another SBU or Branch will not under any circumstances be used/borrowed to execute counter.
- 12.9.5. The request should at all times be accompanied by signed letter of intention to resign/request for transfer from the affected employee and copy of appointment letter from prospective employer.
- 12.9.6. As a standard procedure, files of all employees to be counter offered, will be used to examine the quality/performance of their work as reflected in the PMDS file and any other documented evidence to support counter offer.
- 12.9.7. All employees who are counter offered by the department will under no circumstances be considered for any further counter offers should they receive an offer of employment.
- 12.9.8. Counter offer is applicable to positions on salary level one (1) to salary level fifteen (15). Approval for counter-offer for salary levels 1-12 and 13-15 rest with the HOD and the M.E.C. respectively.
- 12.9.9. All counter offer salary levels are limited to a maximum of sixth notch of the relevant salary level/equivalent to what the prospective employer offers.
- 12.9.10. All employees to be considered for counter offer should have at least served the department for a minimum period of 24 consecutive months, in the same post, excluding probation period.
- 12.9.11. Any horizontal movement of employees from one division/SBU to another initiated by employer or employee shall not be considered to be a counter offer.

12.10 Job Rotation

- 12.10.1. Job rotation can serve as an important tool for achieving job satisfaction, making the job more challenging, enhancing skills and knowledge and ultimately assisting in employee retention. It shall be implemented through "on the job" training by the relevant line manager.

- 12.10.2. Management shall rotate employees within their respective SBU's. However, care shall be taken to ensure consultation of employees first before embarking on job rotation so as to ensure buy in. Rotation should last for a minimum of 6 months to 12 months for it to be meaningful, depending on the nature of the job.

13. Career Management and Staff Retention in the Department

Human Resource Practitioners shall involve all line managers in the department in staff retention process. These employees shall determine the quality of a variety of retention 'drivers' (things that encourage people to stay, such as work culture, opportunities for growth, rewards for performance and grievance handling).

13.1 Analysing Staff Mobility and Turnover Trends

The department may achieve this through the following:

13.1.1 Assessing Staff Morale

Human Resource must conduct organisational/climate survey (which could point out where things need to be improved) bi-annually to find out how employees feel about the organisation, their managers and the nature of their work.

13.1.2 Conduct Exit Interviews

Knowing why employees leave shall help to identify and deal with any problems within the organisation. One of the ways of doing so is for human resource practitioners to conduct exit interviews. The results of these interviews should be analysed as soon as the employee resigns and feedback should be given to the relevant line managers as soon as possible.

13.1.3 Interview Candidates who Turn Down Job Offers

Sometimes when looking for new staff, offers are made to candidates who turn them down. Where this happens, it might be useful to interview these people even over the phone to find out why they turned the offer down. Because they have nothing to lose, these people are likely to give you the most honest answers.

13.1.4 Keep Staff Statistics

Information on staff turnover, age profiles, length of service, staff composition, promotions, disciplinary actions, grievances and so on should be kept. Human resource practitioners should analyse this information to help them understand staff movement.

13.1.5 Conduct an Internal Human Resource Audit

In some cases, it might be useful to conduct a complete internal audit of practices and circumstances within the organisation. This may be done annually.

13.1.6 Benchmark with other Employers

One of the main reasons why employees leave is that they are attracted by competitive remuneration, better career growth opportunities and better incentives that other employers offer them. This involves looking at other employers to find out the gaps that exist between what your department offers and what other employers offer. This allows you to improve what you can and to prevent staff leaving.

13.1.7 Analyse the Information and look for Trends

Having gathered information on how employees feel and why they leave, the information will be properly analysed and submitted to the executing authority. The following will be taken into consideration:

- 13.1.7.1. For which groups of employees is turnover likely to have the greatest impact on your department's strategic goals and performance?
- 13.1.7.2. How would the department's goals and objectives be compromised by the unplanned and unforeseen loss of employees?
- 13.1.7.3. What are the likely solutions to counter undesired staff losses?

14. Roles and Responsibilities to Manage Staff Retention

Staff retention is best achieved through a partnership between line managers and human resource components.

14.1 Human Resources Practitioners

Human Resource Practitioners have a responsibility to ensure employees are aware of the existence of the policy and that they provide support on interpretation and implementation.

The Practitioners shall monitor implementation, report on the impact of the policy and recommend changes where required.

14.2 Line Managers

Line managers are the main link between the department and the employees. As such, they need to be both competent technical managers and people managers. Their role in this regard though is not easy and managers are often blamed for staff losses. Line managers need the following competencies to be able to play this role-

14.2.1. The ability to effectively lead, coach and mentor staff;

14.2.2. The ability to give proper feedback;

14.2.3. The ability to align work process and jobs with organisational goals; the ability to create a culture of continuous learning and development, in which employees can grow and improve their own competencies.

14.3 Management

The buy-in of Management for staff retention is of great importance as it will be reflected in the Strategy of the Department.

The roles and responsibilities of Human Resource Practitioners and Line Managers can best be indicated in the following table:

Function	The Role of the Human Resource Practitioner	HR in partnership with relevant bodies	The Role of the Line Manager
Provide human resource administrative services	To establish appropriate policies, procedures and systems for human resource management	N/A	To apply human resource policies, procedures and systems fairly and consistently to all employees
Provide expert advice on human resource matters	<p>To translate the department's business strategy into a human resource strategy</p> <p>To identify employees or categories of employees who might leave</p> <p>To analyse staff movement trends and identify high-risk employees or occupations for line managers</p>	<p>Develop an effective human resource plan</p> <p>Identify positions and or occupations where sudden departures would derail strategic objectives or have an immediate negative impact on operations</p>	<p>To effectively manage staff</p> <p>To motivate employees and create an enabling environment for employees to perform</p> <p>To provide training and other support to employees.</p>
Develop strategic retention intervention	<p>To constantly analyse skills demand and supply trends in the labour market</p> <p>To perform constant skills audits within the department</p> <p>To develop interventions to</p>	<p>Design targeted, accelerated development programmes for talented employees</p> <p>Identify core and scarce skills within the department</p> <p>Develop focussed retention</p>	<p>To understand worker's preferences and what drives and motivates them</p> <p>To implement diversity management and employment equity programmes</p> <p>To implement staff retention</p>

	address critical skills shortages.	programmes	strategies To manage performance effectively To give employees challenging work To empower employees through effective delegation
Monitoring and benchmarking	To analyse labour market trends To analyse internal staffing trends and give feedback to line managers on an ongoing basis	N/A	N/A

15. Monitoring and Evaluation

Human Resource Planning SBU will continuously monitor the implementation of this policy.

16. Non Compliance

Non-compliance with the policy shall be regarded as misconduct and be dealt with in terms of Disciplinary Code and Procedures Policy of the Department.

17. Review and Conditions

The policy shall be reviewed biannually.

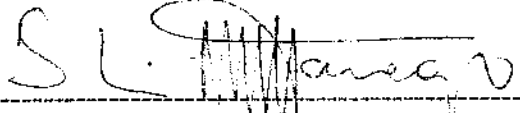
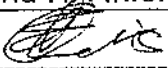



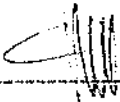
18. Inception Date

The policy shall be applicable upon approval by the M.E.C.

19. Enquiries

Enquiries shall be directed to Human Resource Planning.

20. SIGNATURES

POLICY TITLE	Career Management and Retention Policy	
COMPILED BY	 Senior Manager: HR Planning, Post Provisioning and HR Information Management	11/03/20 Date
QUALIFIED BY	 Senior Manager: Research and Policy Coordination	12/03/201 Date
ACKNOWLEDGED BY	 General Manager: Strategic Human Resource Management	2015/03/15 Date
RECOMMENDED BY	 Senior General Manager: Corporate Services	2015/03/16 Date
ADOPTED BY	 Head of Department	27/03/201 Date
APPROVED BY	 Member of the Executive Council	16/04/2015 Date