



Province of the
EASTERN CAPE

SOCIAL DEVELOPMENT
& SPECIAL PROGRAMMES

**ATTRACTION AND
RETENTION POLICY**

Policy Registration No: 2012-307

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DEFINITIONS AND TERMS

In this policy, unless the context indicated otherwise, the following definitions shall apply:

- i. **Affirmative Action** – these are measures applied to address the imbalances of the past to give preference to the previously disadvantaged groups.
- ii. **Attraction** – implementing strategies or interventions to promote your department to encourage job seekers to consider your department as conducive working environment and interested to apply.
- iii. **Candidate** – a person who is not yet employed in an advertised vacant post but has shown interest in the post by applying for it.
- iv. **Critical skills** – refers to a particular skills within an occupation or qualitative deficiencies that may exist or develop in the skills apparatus of the existing workforce.
- v. **Competence** – is a blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environments which indicates a person's ability to meet the requirements of a certain post.
- vi. **PDP** – Personal Development Plans
- vii. **DEPT** – Department (Department of Social Development and Special Programmes)
- viii. **DPSA** – Department of Public Service and Administration
- ix. **PSCBC** – Public Service Coordinating Bargaining Council
- x. **Designated groups** - Historical disadvantaged group, prospective employees who were previously disadvantaged on the basis of race, gender and disability; also named as the designated group (Africans, women and disabled people)
- xi. **EE** – Employment Equity is the policy of giving preference in employment opportunities to qualified people from the sector that were previously discriminated against, for example black people, women, and people with disabilities.
- xii. **Employee** – a person who holds a temporary or permanent post on the fixed establishment of a department including those held additional to the establishment.
- xiii. **HOD** – Head of Department
- xiv. **HRA** – Human Resource Administration
- xv. **HRD** – Human Resource Development
- xvi. **HRP** – Human Resource Plan is a process of ensuring that an organisation has the right number of employees, right kind of employees at the right time in the right place with the right competences ready to deliver on the organisation's mandate.
- xvii. **MEC** – Member of Executive Authority as defined in section 1(1) of the Public Service Act, 1994
- xviii. **MTEF** – Medium Term Expenditure Framework
- xix. **Labour turn-over** - The ratio of the number of employees that leave employment through attrition, dismissal, resignation or promotion external during a period to the number of employees on payroll during the same period.
- xx. **Recruitment** – is a process of identifying and attracting a pool of candidates for changes in employment status, for which some will later be selected to receive an offer of employment.
- xxi. **Retention** – is a process of implementing interventions or adopting ways of encouraging employees to stay in the Department
- xxii. **Scarce Skills** – refers to those occupations in which there is a scarcity of qualified and experienced people current or anticipated

LEGISLATIVE FRAMEWORK

For the purpose of the policy, unless otherwise stated, the following pieces of legislation underpins this policy:

- i. Constitution of the Republic of South Africa, Act No 108 of 1996.
- ii. Employment Equity Act, No 55 of 1998, Chapter 3.
- iii. Scarce Skills Retention Strategy Framework for the Public Service, 2003.
- iv. Managing the Staff Retention, an information guide for the Government Departments, 2006.
- v. Attraction and Retention Strategy 2006: ECPA.
- vi. Public Service Regulations, of 1999, Chapter 1 Part V C.3
- vii. Recruitment and Retention Strategy for Social workers.
- viii. PSCBC Resolution 7 of 2000.

1. PREAMBLE

- 1.1. Public Service of South Africa is being challenged with the high labour turn over, particularly the Eastern Cape Provincial Administration. Department of Social Development and Special Programmes unit is not being singled out in this challenge. In 2006 DPSA issued a guide for all the government departments for the development of attraction and retention (Managing the Staff Retention, an information guide for the Government Departments, 2006) to develop their own attraction and retention strategy.
- 1.2. The department is losing highly qualified and experienced personnel leaving to join other departments or private sector, and it is difficult to retain these employees since there's no clear policy to guide in this regard. The development of this policy will assist the Department to overcome the challenge of losing critical and scarce skills and it will also contribute to the development of the broader Departmental Retention Strategy. In 2010/2011 financial year annual turnover rate stands at 19.1% with the highest occupation of Social Work and Related Professionals stands at 12.7%. This poses a challenge since organisational turnover rate must all times kept below 2% to ensure employment stability.

2. PURPOSE

- 2.1. To guide the Department on professional ways of attracting potential employees, keeping them in the Department, identifying critical and scarce skills to be retained and strategic departmental functional areas/ positions to be considered for retention.

3. SCOPE OF APPLICABILITY

- 3.1 This policy is applicable to all the employees of the Department and prospective employees.

4. PRINCIPLES AND VALUES

In implementing this policy the Department should consider the following principles:

- (a) **Objectivity** – the implementation of this policy should be objective and in line with the strategic objective of the Department.
- (b) **Accessibility** - the policy should be made accessible to all employees of the Department.
- (c) **Transparency** – the application or its implementation should be done in a very transparent manner.
- (d) **Trust and Honesty**– all relevant stakeholders should exercise honesty and trustworthiness at all times.
- (e) **Value for money** – the department should ensure that it is investing to their employees through training and development of employees and in return employees should plough back their skills and expertise to the Departmental effectiveness.
- (f) **Consistency**- the policy should be implemented consistently across all deserving employees.

5. POLICY CONTENT

- (a) Staff attraction and retention is about finding the best of 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 such as focuses both on attracting employees to join the organisation through focusing on recruitment strategies and keeping those who are already employed, especially those possessing scarce skills that are difficult to get from the labour market and are more crucial to the organisation.
- (b) It also motivates the staff, covers both the psychological aspects of the employee (their perception, their goals and their behaviours) and operational aspects attached to the job or tasks for which they were appointed. It requires a management approach that takes all factors (both inside and outside the organisation) into account.

5.1. CRITICAL / SCARCE SKILLS SPECIFIC TO THE DEPARTMENT

5.1.1. CORE BUSINESS SKILLS

- (a) Social Work Services
- (b) Probation Services
- (c) Community Development Services

5.1.2. MANAGEMENT AND SUPPORT SKILLS

- (a) Senior Management Services
- (b) Middle Management Services
- (c) Human Resource

- (d) Financial Management
- (e) Information Technology
- (f) Administrative Policy Developers
- (g) Information/ Data Researchers
- (h) Financial Accountants

5.2. STRATEGIES / INTERVENTIONS FOR ATTRACTION AND RETENTION

(a) The Department of Social Development and Special Programmes must in all cases consider the skills listed above since they are critical to the Department and are also scarce from the labour market. In the event an official possessing these skills and occupying strategic position is leaving the Department to take higher position or level, relevant manager must consider ways of retaining him/her.

(b) Retention of an employee is a prerogative of the employer considering criticality and scarcity of such a skill.

5.2.1. HUMAN RESOURCE PLANNING

(a) Departmental Human Resource Planning must provide human resource analysis to identifying gaps in terms of the number of available employees against the organisational structure, needed employees for future activities, available skills against skills need and whether employees are correctly placed.

(b) Adequate Human Resource Planning must assist Human Resource Development with competency gaps to be able come up with training and development interventions

5.2.2. RECRUITMENT AND SELECTION

(a) An adequate recruitment and selection processes, procedures and practices informed by departmental recruitment and selection policy must be implemented to ease the attraction and retention processes.

(b) Vacant funded post must be advertised and filled at a reasonable time as per the departmental recruitment and selection policy and Part VII (C) of the Public Service Regulations.

5.2.3. UTILISATION OF HUMAN RESOURCE

(a) Optimal utilisation of Human Resource is of utmost importance, it encourages employees and gives them an opportunity to gain more experience. It also minimise negligence and misconducts. Managers and Supervisors must always ensure that employees are fully utilised according to their job descriptions and additional duties can be assigned through their consent and this should be appreciated. Appreciation and encouragements will boost the employee's morale.

5.2.4. HUMAN RESOURCE DEVELOPMENT

(a) Lack of capacity among Human Resource can contribute to the under performance of the Department, and also create low morale to employees which will lead to high rate of absenteeism and employees leaving the Department.

(b) Human Resource Development must continuously conduct skills audit, use Human Resource Planning analysis and Personal Developments Plan to come up with training and development interventions to ensure that the skills gap are addressed.

(c) Employees can be granted special leave for developmental purposes but considering departmental operational requirements as stipulated in the PSCBC Resolution 7 of 2000.

5.2.5. PERFORMANCE MANAGEMENT REWARDS

(a) The Department must manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results. Performance management processes must be linked to broad and consistent plans for staff development and align with the department's strategic goals.

(b) Performance Management and Development System contribute positively to employee attraction and retention strategy. The Department must implement PMDS to ensure that employees who have performed above average are recognised and rewarded and employees who have performed below expected standard must be assigned to training and development programmes as per the departmental PMDS policy and Training and Development Strategy

5.2.6. CAREER PLANNING

(a) Career planning and development is one of the tools to encourage employees to see that they have future prospects with the department. The department must develop and implement career planning for employees to promote attraction and retention process.

5.2.7. COMPENSATION AND BENEFITS

- (a) Compensation and benefits are dealt with at the bargaining council not at departmental level. Employer must in all cases ensure that employee benefits are being considered, processed and paid at reasonable time.
- (b) Delay of employee benefits processing will discourage employees to stay with the department as well potential candidates or employees to join the department.

5.2.8. EMPLOYER AND EMPLOYEE RELATIONS

- (a) Sound employer and employee labour relations contribute to the health and wellness of employees willing to contribute to the realisation of the Departments goals and objectives.
- (b) An employer must at all times ensure that collective agreements taken at the bargaining council and at a departmental level are implemented at a reasonable time to avoid employee dissatisfaction.
- (c) Employee grievances must be dealt according to labour relations grievance procedures.
- (d) The sound relations will encourage potential candidates to join the department and encourage current employees to stay longer periods within the department.

5.2.9. SAFETY, HEALTHY ENVIRONMENT, QUALITY AND RISK MANAGEMENT

- (a) Public Service Regulations, Part VI (d) states that a Head of Department shall establish and maintain a safe and healthy working environment for employees of the department. A Healthy and Safe environment encourages employees to work effectively and efficiently and to wish to stay longer periods within the department.
- (b) Integrated Employee Wellness Programme must ensure that the working environment is healthy and safe, free of all health and safety hazards, accessible, conducive, and non discriminatory to enable employees to perform to their level best.

5.2.10. EMPLOYMENT EQUITY

- (a) Implementation of Employment Equity and Affirmative Action measures will assist the department to meet the required EE targets and also enables the department to retain employees falling into the category of designated groups.

5.2.11. EXIT MANAGEMENT

- (a) Exit management assessment is one of the important interventions for retention. Human Resource must always conduct exit assessment for all employees leaving the Department through retirement, own initiated transfer, resignation and promotion.

6. DESIGNATED STRUCTURE WHICH HAS THE AUTHORITY TO APPROVE, ADJUST AND REVIEW THE POLICY

- (a) MEC has the authority to approve this policy and departmental policy forum has the authority adjust and review this policy.

7. ACCOUNTABILITIES AND RESPONSIBILITIES

7.1. HEAD OF DEPARTMENT

- (a) HOD must ensure the full implementation of this policy
- (b) Solicit funds for the implementation of this policy.

7.2. SUPERVISORS

- (a) Ensure that they identified employees at their sections possessing scarce and critical skills as stipulated in paragraph 5.1.
- (b) Ensure that these skills are retained.

7.3. HUMAN RESOURCE ADMINISTRATION

- (a) Guide management on retention process and facilitate the implementation thereof.
- (b) Conduct human resource analysis and provide HRD with HR gap analysis report.

7.4. HUMAN RESOURCE DEVELOPMENT

- (a) Conduct skills inventory/ needs analysis/ skills audit.
- (b) Identify training and development interventions.
- (c) Draw training and development plan.
- (d) Deliver on training needs reflected in the individual's PDP (Personal Development Plans).

8. ROCEDURES FOR IMPLEMENTATION

- (a) Human Resource Administration will assist management in the implementation of this policy. This policy should be implemented with line with the departmental recruitment and selection, performance management and development system, bursary policies and training and development strategy.
- (b) In the event of a need to retain an employee, the relevant manager or supervisor of the employee possessing the required identified scarce or critical skills or the strategic position as stipulated in paragraph 5.1., must be granted up to a maximum of three (3) notches above his/her notch within the salary range.
- (c) Employee can also be granted special leave for developmental purposes but considering departmental operational requirements as stipulated in the PSCBC Resolution 7 of 2000.

9. EFFECTIVE DATE OF THE POLICY

- (a) This policy shall be effective from the date of its approval

10. MONITORING ARRANGEMENTS

- (a) Human Resource Policy and Planning sub-units will be responsible for monitoring the implementation of this policy. Employees to be retained should be employees who posses skills that are identified as scarce, critical and strategic to the department as per paragraph 5.1.

11. COMPLIANCE TO THE POLICY

- (a) Failure to comply with the provisions and requirements of this policy will be dealt with through normal disciplinary procedures.

12. REVIEW OF THE POLICY

- (a) This Policy shall be reviewed after every three years to align it with the Medium Term Expenditure Framework (MTEF) in order to assess its applicability and relevance. In the event of the above, recommendations for amendments must be sent to the Head of Department through the Human Resource Policy and Planning Directorate.

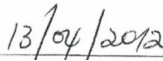
13. POLICY RECOMMENDATION AND APPROVAL

Comments:

Recommended/ ~~Not Recommended~~



Head of Department: Dept. of Social Development & Special Programmes

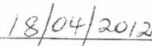


Date

Approved/ ~~Not Approved~~



MEC: Dept. of Social Development & Special Programmes



Date