

ATTRACTION AND RETENTION POLICY 2021/22

Summary

Human Resources planning is critical in ensuring sustained growth and development in any institution. Public entities compete with private Institutions in the recruitment and retaining of the best available employees from the labour market. Staff retention is a process of ensuring that employees with be valued or needed skills or experience particularly in a scarce and/or critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques. The Municipality recognizes that its most valuable assets is its human resources. A great deal of time and money is invested in the recruitment, training and development of employees and, as such, every effort should be made to retain employees who have much needed skill, experience and scarce and/or critical skills. Staff retention is therefore about retaining the best employees for the job and developing measures and intervention strategies of keeping these employees within the employ of Municipality.

Publication Date	
Review Date	September 2021
Related Legislation/Applicable Section of Legislation	<ul style="list-style-type: none"> • Labour Relations Act 1995 • Basic Conditions of Employment Act, 1997 • Constitution of the Republic of South Africa, 1996 • Public Service Act, 1994 • Municipal Systems Act 32 of 2000 • SALGBC Collective Agreements • Employment Equity Act 75 of 1995
Related Policies, Procedures, Guidelines, Standards, Frameworks	
Replaces/ Repeals (whichever is relevant, if any)	
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Policy Sponsor (Name/Position)	
Department Responsible	Corporate Services
Unit responsible	Human Resources
Applies to	All Municipal Employees
Key Words	Attraction and retention Policy
Status	Reviewal
Council approval date	
Version	1

REVISION RECORD

Date	Version	Revision Description

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1. TITLE

Attraction and retention Policy

2. PURPOSE

The policy is designed to assist NLM in retaining employees especially those with scarce and critical skills. Through its implementation, the municipality will be ensured of the best, well trained and suitable employees occupying each position.

The purpose of the staff retention policy is:

- To allow Council to effectively retain their personnel by providing information on staff retention and some possible staff retention techniques;
- To prevent the loss of competent staff from the Municipality that can have an adverse effect on service delivery;
- To attract and retain professionally competent; suitably qualified and high performing employees.
- To retain key staff members whose services are regarded as critical to achieve the strategic objectives of the Municipality.
- To identify individual's potential for assuming a higher degree of responsibility;
- To help develop a skills base for succession planning and career development;
- To provide internship and learnerships to occupations which are critical to the Municipality's strategic objectives;
- To identify posts which require specialized skills and to determine the level of scarcity thereof; and
- To create and sustain a pleasant humane working environment where employees are given the opportunity to thrive.

3. SCOPE

- This policy applies to all employees of the Municipality and Management
- This policy shall not be applicable to positions specifically created for the purposes of pursuing a particular project undertaken by the municipality.
- This policy shall become operative on date on which it is approved by Council

4. PROCEDURE DETAIL

4.1 TOOLS

The following should be regarded as tools that will assist in achieving the retention of staff:

- Performance appraisal system.
- Personal Development Plan.
- Career development/training.
- Mentoring and Coaching Plan

- Staff morale assessment/ Employee satisfaction surveys.
- Exit interview reports.

4.2 KEY PRINCIPLES TO THE RETENTION POLICY

Attraction and retention policy operate within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations.

The following principles are key to the retention policy and strategy:

- The need to take special retention steps is motivated by defined municipal objectives. These objectives may range from short term to the long term, so as to avoid decisions based purely on expedience or crisis management;
- Retention is a targeted initiative aimed at a defined group of critical skills and individuals;
- The effort and cost incurred to retain certain groups of employees must yield commensurate municipal value;
- Effective and value adding retention strategy will only work in a true performance culture, where mediocre and poor performance is not tolerated, and consistent and superior performance is valued and recognized; and
- The Attraction and Retention Policy and Strategy needs to be flexible and should be reviewed at appropriate intervals to ensure that it remains effective and that management avoids locking in people who might at some stage lose the "critical status".
- The application of the tools, mechanisms and strategies contained in this policy should complement key legislative and policy directives and prescripts that relate to various aspects of human resources management within the Public Service.
- It is expected that the provisions of this policy will be implemented in good faith and any forth-coming decisions and requests made in line with it shall be treated as such. This policy shall be implemented in line with the Remuneration Policy, Recruitment and Selection, Employee Assistance Programme, Career Planning and Succession Planning, Skills Development, Induction and Orientation Policies and other complementing policies.
- The Implementation of this retention policy shall not be in isolation from the Ngqushwa Local Municipality Remuneration policy or strategy.
- The skills development and other human resource development interventions shall be treated as the primary vehicle that strengthens the employee performance.
- It is the Council commitment to its employees to conduct an annual review of skills, experience, capacity and potential in conjunction with their Salary structures to assess and evaluate the relevance and reliability of employee

packages for Improvement and retention of scarce, critical and high-risk skills. In view of the fact that the Macro-Economic factors influence the continuous change in (demand/supply) of scarce, critical and high-risk skills, the Council must ensure that the existence and retention of these skills is reviewed annually.

- All decisions to retain employees shall be discussed by Top Management, tabled to the Local Labour Forum for consultation, the Mayoral Committee for approval and the Council for adoption or endorsement.
- The Council shall when it is necessary consult with the Employer Organization (SALGA) and the Bargaining Council (SALGBC) in seeking advice, guidance, approvals, exemptions and recommendations on all matters that are decided for or proposed by Ngqushwa Local Municipality in relation to the implementation of the Retention Policy and Strategy.
- This policy shall compliment all relevant interventions that are implemented within the Municipality to ensure that it becomes an employer of choice.

4.3 POLICY PROVISIONS

The Identification of scarce, critical and high-risk skills shall form the basis of any employee retention intervention.

- Council must endorse the outcome of the employee retention process and allocate appropriate budget and resources for rectifying the identified gaps or dealing with challenges thereof.
- The retention strategy shall be implemented on the basis of the outcome of the annual reviews conducted to identify scarce, critical and high-risk skills of the Municipality.
- The Council shall have its retention strategy developed and implemented to ensure that the Municipality recruits, attracts and retain appropriate levels of skills.
- The retention strategy shall incorporate amongst other facets the roles and responsibilities of the BTO & Corporate Services, the Directors and all the Middle Managers who have subordinates.
- The retention strategy shall be tabled to the Local Labour Forum for consultation, to the Executive Committee for approval and to the Council for adoption and will be reviewed annually.
- Corporate Services shall be instrumental in ensuring the monitoring and evaluation with regard to the implementation of the strategy and submitting periodic reports in this regard.

4.4 ATTRACTING SCARCE SKILLS

4.4.1 Criteria for Defining Critical Occupations

The following will assist in establishing and defining whether the skill is critical or not.

- Core skills in support of the core municipal business
- Critical shortage demonstrated by consistent turnover trend
- Market scarcity and highly sought after skills
- Technical skill requiring significant experience, and thus having a high replacement cost (direct and indirect)
- Specific Skills required to resource a specific organizational Initiative.

4.4.2 Guidelines for Selecting Strategically Critical Individuals

This section serves as the Ngqushwa Local Municipality's commitment to address the issue of scarce skills challenge. The Human Resources Division shall, in consultation with the Municipal Manager and if need be, in consultation with Council, identify occupational groups affected by a scarce skills challenge using the following guidelines:

- Turnover rate of employees in a particular occupation or position must be significantly above the Ngqushwa Local Municipality's average turnover – this relates to the resulting high vacancy or turnover rate.
- The local demand for a particular skill/s should outweigh supply.
- The skill/s should require an advanced knowledge in a field or learning by a prolonged course of study and / or specialized instruction and /or years of service.
- Vacancies should prove difficult to fill; particularly from within the Ngqushwa Municipal area.
- There should be a demand for the identified skill in the local and national market, indicating strong factors attracting such employees into the private sector, or toward other municipalities.
- Individual skills/ knowledge/ experience critical to a specific project or service.
- A list of all occupational groups which meet the above criteria must be submitted to the Municipal Manager and or Council, as the case may be, to be designated as such.
- Submissions in the above regard must be accompanied by detailed proposals on how a sustainable pool will be established for future use.
- No submission will be considered unless accompanied by a detailed proposal.
- All determined designations shall be reviewed every twelve (12) months to allow for relevant adjustments, based on changing trends.
- Individuals with scarce skills may choose to be on fixed term contract but cannot choose to be on permanent contract if employed on fixed term.

4.4.3 Recruitment Strategy and Effectiveness

The Municipality shall recruit strategically-critical Individuals whose attraction and retention are critical to ensure the achievement of key strategic goals. Although not mandatory, candidates in this group are likely to be senior decision makers. The identification of these key individuals is based on a set of guiding criteria which rests within the discretion of the Executive Management Team.

Potential candidates' impressions of Ngqushwa Local Municipality are largely formed by information in the public domain, and also from their recruitment experience.

When recruiting the Ngqushwa Local Municipality must:

- a) Ensure a highly professional and efficient recruitment process;
- b) Ensure that the composite requirements of the post are carefully determined
- c) Reduce waiting and response times to the minimum;
- d) Treat people with the utmost respect;
- e) Ensure Line Management involvement early in the recruitment process, and not abdicate the process to the Human Resources Section; and
- f) Ensure that the process of setting remuneration and making/negotiating offers is done in the most professional and efficient manner.
- g) Recruitment is a costly and lengthy process and in order for the municipality to ensure a maximum return from this process,, prospective candidates (In middle and senior management) must therefore undergo a competency assessment before placement to establish gaps and a clear development plan.

A formal collaborative process between Human Resources and Line Management will be employed to identify candidates, but attraction and retention remains primarily the responsibility of the Line Management.

4.4.4 Induction and orientation

Starting a new job is a demanding and stressful experience. Apart from the obvious challenge of tackling new tasks, there is also a need to become accustomed to a new organization, a new working environment, new colleagues and possibly a new living environment. The purpose of induction is to support new employees during this period and help them become fully integrated into the Municipality as quickly and easily as possible.

Employees who settle quickly into their new job will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction. It is generally recognized that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

4.4.5 Coaching, Mentoring and Performance Management in the first year

During the first year the new Incumbent is most at risk of falling. This risk is also shared by the Municipality. Coaching is frequently used a great deal as a way to improve retention rates, as well as the outcome of the recruitment process. As employees increasingly value training and development as portable and highly valuable job perks, the promise of coaching becomes more significant. It is therefore, important that additional effort is put into coaching, mentoring and performance management of the new incumbent within the first year; and

- a) Management must be held accountable for ensuring that new incumbents are mentored and coached in their new positions.
- b) As part of the formal performance management process, the following steps should be built into the performance management process:
 - I. Developing of a coaching and mentoring plan within the first month of employment.
 - II. Implementing formal review sessions undertaken every month for the first three months and accompanied by a formal report; Including a short meeting with management.

- iii. Training and Development Plan (formal training, development, coaching and mentoring interventions undertaken) formally documented and checked off; and
- iv. Formal review sessions undertaken every three months, and these should.

4.4.6 Remuneration

Remuneration is one of the factors that influence employee behavior and must therefore be managed in such a way that it contributes to a motivating work climate. A framework for remuneration management is created to enable the Municipality to attract and retain staff of high quality and potential.

4.4.7 Granting of a higher salaries

In the event of an employee, whose services are considered critical to the strategic objectives of the Municipality, getting an offer from elsewhere, Council shall consider matching the said offer after full motivation by the relevant superior has been submitted depending on the nature and level of the offer.

- Scarcity of the skills and/or the competencies that the said employee possesses shall both be key guiding factors that will determine the final outcome.
- In order to attract new employees whose skills are critical to the Municipality's, higher packages can be offered to the employee regardless of the current packages
- The prevailing market trends should be studied and taken into consideration.
- The granting of higher salaries for the purpose of a counter offer or for attracting competent officials requires these measures to be taken into account; namely the demonstration of fairness, budgetary provisions to sustain the position and alternatives.

4.4.8 Skills to be Counter-Offered

Counter offers can only be done for identified employees whose services are considered critical to the strategic objectives of the Municipality and agreed scarce and critical skills.

A predetermined database of scarce and critical positions within the Municipality must be readily available.

4.5 STAFF RETENTION STRATEGIES

The Municipality shall adopt market and best practices in its initiatives to attract and retain employees. This will be achieved by retaining employees who see the Municipality as a great place to work in and this is determined largely by the quality of leadership and good management practices which entail:

- Remunerating employees well
- Rewarding exceptional performance

- Developing employees
- Communicating openly and sharing information
- Caring for their employees
- Recognizing achievement publicly and celebrating successes
- Not tolerating poor performance
- Developing and maintaining a reputation as being “an employer of choice”.
This reputation is often best promoted by own employees

The above initiatives include monetary and non-monetary interventions, and these will be approached objectively and holistically. In attracting and retaining of employees, the Municipality shall employ the following actions:

4.5.1 Non-monetary Intervention

4.5.1.1 Staff motivation / Morale building

Line managers are expected to do the following:-

- Lead by example as a manager to achieve better results.
- Give employees a chance to develop by entrusting them with high profile responsibilities.
- When an employee has performed well, show some appreciation. If an employee goes unacknowledged, a message of their unimportance will be sent.
- Attend to staff needs timeously.
- Value employees who are performing well and make them feel valued.
- Introduce rewarding techniques such as issuing a certificate or letter of recognition for a project/task well done.
- Engage in morale boosting exercises like team building workshops, end year functions, award giving ceremonies, etc.
- A conducive environment should be provided where an employee can learn from his/her mistakes.
- Recognize a job well done.
- Treat staff equally.
- Encourage staff to refrain from gossip as it will lead to a lack of respect for fellow employees.
- Eliminate the disclosing of confidential information as it will create a breach of trust amongst employees.

4.5.1.2 Employment Assistance Program

The relation between the retention of staff and their physical and emotional wellness should be recognized and the Municipality should offer work-life balance options which should include:

- Qualitative work-life and equal distribution of the workload;
- Recognizing family responsibilities and obligations;
- Offering controlled flexi-time where possible;
- Limit excessive performance of overtime;
- Implement effective occupational health and safety programmes as well as an employee wellness programme;

- Improve communication channels to enable employees to express their concerns, complaints, views and suggestions openly and freely as well as to, ease access to Information (e.g. provision of well-managed suggestion boxes; employee meetings);
- Effective use of referral system of the Employee Assistance Programme; and
- Confidential handling of personal matters and protection of staff.

4.5.1.3 Leadership interventions and accessibility

Although it might not be easy due to the size of Ngqushwa Local Municipality, a culture of caring, knowing, interest and visibility can be established if the leadership and the second tier of management and subordinate supervisory cadre develop this behavior as a strength that adds significantly to retention and well-being of staff; and Managers need to know "where the problem areas are" among their employees. They need to be in touch with their employees. Training in this area can be included in the training related to Performance Management.

4.5.1.4 Performance Management and Development

In the context of retention, the importance of performance management cannot be over emphasized. The culture of a municipality is very much driven and affirmed through the way in which performance is managed;

- It is counter-productive to have creative retention and reward schemes in an environment where average or mediocre performance is tolerated. Best practices work well in a high performance culture; and
- It is imperative that whilst high performance and critical skills may be rewarded, poor performance must be aggressively managed. The retention of poor or mediocre performers seriously compromises the retention of high performers, both with regard to the cost of carrying poor performance and with regard to the culture promoted which high performers may find intolerable.

4.5.1.5 Personal Career and Development

The Ngqushwa Local Municipality acknowledges the need to determine a framework to support employees' career paths, while advancing organizational needs and service delivery imperatives. For this purpose, the Municipal Manager, in consultation with the Human Resources division, will determine a framework to facilitate:

- Career planning, development and management; and
- Implementation of focused training and development programmes to facilitate employees' career movements.

Such framework shall determine which positions are to be considered for advancement between salary scales and shall further identify the necessary competence, experience and qualifications required for such advancements.

Personal and intellectual growth remains a top challenge amongst skilled employees. The following development initiatives should be encouraged and supported by Ngqushwa Local Municipality:

- **Formal training** - Including further study bursaries, funded courses, and Internal training;
- **Study Tours** - these must be aimed at gaining best practice and experience by visiting other municipalities nationally and internationally. Whilst the individual is expected to gain knowledge which can be applied back in his/her home work station, such an exercise can be personally rewarding, and can include elements of "spolling" or "treating" the employee with regard to travel and hospitality arrangements. Ngqushwa Local Municipality can benefit positively if best practices are applied after the study tour.
- **Correct Placement** – Ngqushwa Local Municipality needs to ensure that its employees are placed correctly and that placement is optimized by means of sound recruitment procedures.

4.5.1.6 Monitoring and evaluation

Methods to be used for the monitoring and evaluation of the effectiveness of the retention strategy shall include:

- Analysis of the staff turnover
- Analysis of the exit Interview reports
- Analysis of Labour market trends

Monitoring and evaluation of the implementation plans will be developed and refined together with the indicators to measure success.

4.5.1.7 Incentives for good performance

Rewarding for good performance is one way of influencing employee behaviour and must therefore be managed in such a way that it contributes to self-motivation and/or individual morale.

- Measures should be applied to enhance a positive attitude in recognition of improved employee productivity through implementation of a financial incentive scheme and non-monetary rewards.
- Such schemes shall be inculcated as part of the management style and culture in the Municipality.
- Outstanding performance shall be recognized by the awarding of certificates of achievement, which shall clearly state the area of achievement and reasons for such an award.
- A special column can also be made available in the Municipal newsletter with pictures and names of "Achievers of the month or year".
- A picture of the employee shall be posted in the notice boards of the Municipality for a considerable period.
- These awards shall be regarded as prestigious awards and should therefore be awarded under special circumstances.
- Clear criteria shall be worked out to indicate under what circumstances can such awards be given, such as the following: achievement of service delivery targets as performance indicators, continuously meeting or exceeding service delivery standards and coming up with good and practical ideas.

- The recommendation from internal colleagues and or external clients will also serve as a basis for awarding excellent performance.
- Motivations for the awarding of an incentive to an employee can also be submitted by the direct supervisor or Head of Department.
- Employees should also be congratulated informally to ensure that their positive efforts do not go unnoticed.
- It is important to consider the relationship between objectives accomplished and the performance expectations that were established.

4.5.1.8 Staff development and training

- Staff development and training embraces the formal and informal acquisition of knowledge, skills, attitudes, thinking and habits required of an employee to render quality service and secure him/her a rewarding career.
- Employees should be continually trained with relevant development programmes that put them on par with their peers in the job market and thereafter be supplied with the necessary modernized work-tools and be allowed space to practice the skills they have acquired.
- Practices that promote staff development include self-development, formal and informal training, career development, study aid, job rotation, job enrichment/enlargement and mentorship and coaching.
- The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance Management System within the Municipality.

4.5.1.9 Learnerships and Interns.

As part of promotion of skills development, the Municipality must take a lead in encouraging departments to take on board learnerships and interns. The Human Resources shall champion this cause by ensuring that at least one percent of employees are on learnership programs and interns are placed around the departments.

4.5.1.10 Quality of Work Life

The Municipality should make effort towards enhancing the quality of life of the staff. It is the responsibility of the Municipality as an employer to provide a conducive working and humane environment that includes: Facilities, Culture and Climate, Quality support services, Managerial Practices, Values, Work Environment and Health and safety measures.

4.5.1.11 Support services

The Municipality should provide quality support services including, Human Resources, Administration, Payroll, Technical and Information Technology Support which reduces bureaucracy and enhances quality of life. Managers shall receive constant coaching on management of subordinates as their behaviour is a key determinant of how

people experience their Immediate work lives. Managers shall take steps to promote a positive and enabling climate for good performance to take place.

4.5.1.12 Recognition

The Municipality shall create a well-managed recognition program that can contribute towards the well-being of employees and the culture of the institution. This is a way of recognizing individual contributions towards the achievement of the Municipality's objectives and motivates high levels of performance for high quality enhancement. Recognition should be given to an employee's excellent performance, best suggestions, improvements and innovate ideas within the workplace. **This policy has elaborated on recognition under 4.5.1.7 (Incentives for good performance)**

4.5.1.13 Multi skilling

Multiskilling is a process that organizes work in a manner that enables staff to acquire and use a greater range of skills.

Multiskilling must be linked to the skills requirements of the department and should form part of its strategic empowerment and employment equity plans.

All multiskilling efforts should be properly planned and scheduled.

4.5.1.14 Job Rotation

Employees are de-motivated when they are doing the same job for many years. The introduction of staff rotation will allow for exposure to learn new activities.

Job rotation should be used as an important approach 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 supervisor.

Management shall rotate employees within their respective Directorates. Care shall be taken to ensure consultation with employees and their Unions first before embarking on job rotation to ensure a buy-in.

4.5.1.15 Exit interviews

A culture of caring, knowing and interest can be established if the leadership and the middle management and supervisory personnel develop this behavior as a strength that adds significantly to the retention and well-being of employees.

The main purpose of exit interviews is to identify any specific feedback with reference to the following (Salary, Performance of Line Manager, Behaviour of Line Manager, Working environment, safety, comfort and resources). Ongoing interactions and interviews (information gathering) should be encouraged to ensure that the Municipality understands the issues which may increase the risk of losing key skills.

Exit interviews are conducted by the employer with the employee at the time of voluntary termination, retirement or retrenchment. The purpose of an exit interview is to obtain information about the employee's experience during employment. These exit interviews could provide valuable information about barriers and other factors that could have contributed to the termination.

Officials leaving the employment of the Municipality should be invited to take part in exit interviews. These should be entirely voluntary and confidential. Officials will be encouraged to discuss their working experiences freely and frankly. In this way the exit.

4.6. SUCCESSION PLANNING

A succession plan database should be compiled from the career discussion outcomes and should be in the custody of Human Resource Section and kept confidentially.

The Human Resource Section should identify potential key competencies to be developed in the light of the identified succession plan positions.

Succession planning is fostering activities like job rotation to expose staff to the workings of the Municipality. This can assist in the identification of top performers and employees with potential.

4.7. STRATEGIC IMPORTANCE

It is generally agreed that the achievement of the Municipality's strategic objectives is largely dependent on its ability to attract and retain high calibre individuals. This is particularly important with regard to defined critical occupations, strategically critical individuals and ensuring adequate succession.

It is equally important to ensure that the retention of staff is in line with the vision and the strategic objectives of the Municipality.

It is the policy of Ngqushwa Local Municipality to identify strategically critical individuals, without whom municipal strategic objectives may be compromised, and that Ngqushwa Municipal Council within its discretion will take steps to retain such individuals;

Such retention steps should be fairly consistent in application, whilst allowing for flexibility and discretion that will meet the needs of the individual;

The cost and effort of retaining such individuals will be matched by the expected contribution of such individuals, and dependent on contracted superior performance; and sound governance will be ensured by the Remuneration Committee.

4.8. IMPLEMENTATION

4.8.1 Governance and Management Structure

The governance and management structure regarding retention Initiatives will be made up of the following:

- **Line Management**
All nominations and motivations will be made by the relevant Managers in line with the talent management processes;
- **Human Resources Department**
The Corporate Services Manager will be responsible for reviewing and proposing selection criteria, initiating communication and nomination processes, reviewing all nominations prior, and preparing all matters for approval to the Municipal Manager.
- **The Standing Committee Corporate Services and Council** - All issues with regard to retention will be approved by the Standing Committee Corporate Services and ratified

4.8.2 Communication

The Attraction and Retention Policy will be communicated to all Managers and staff of the Ngqushwa Local Municipality in the following manner:

- Initiatives related to the retention of critical occupations will be communicated to all staff and especially those employees who fall within the critical skills job category; and
- Retention initiatives related to Key Individuals and Succession candidates will be discussed with the relevant candidates by the respective Manager on a one-to-one basis.

4.8.3 Contracting

The contracting of Strategically Critical Individuals and Succession Candidates should be regulated through a contract which will include at least:

- The obligation to remain in service of Ngqushwa Local Municipality for a given time;
- The performance objectives that need to be achieved;
- The retention and performance benefits to be provided by Ngqushwa Local Municipality;

This would be applicable especially in cases whereby Ngqushwa Local Municipality has been paying attraction or retention allowance to employees over a specified period of time.

4.8.4 Control, Reporting and Auditing

The retention initiatives are subject to sound and accountable management practice. This must be achieved through:

- a) **Control** - The Portfolio Committee on Human Resources must meet quarterly, review turnover reports, surveys, and any other information with regard to the retention of the identified groupings, and must produce formal records of such meetings and any action that needs to be taken;
- b) **Reporting** - The Portfolio Committee on Human Resources must produce a formal report, which will be tabled before the Council every six months, detailing the status of retention, and making recommendations for improvement. Each Line Manager will complete an individual report for each Strategically Critical Individual and Succession Candidate every six months, and submit it to the Portfolio Committee on Human Resources via the Corporate Services Manager for inclusion into the Council report;
- c) **Auditing** - Internal audit will be conducted into the remuneration practices as approved by the Portfolio Committee on Finances for the retention of candidates once a year to ensure compliance and sound practice. They will issue a formal Audit Report to the Audit Committee for approval.
- d) **Administration** - Corporate Services is responsible for the administration and management of the attraction and retention process.

4.9. COMMUNICATION

Circulars, messages and notices on notice boards will be utilized in order to inform all employees of the availability of the policy. Copies of the policy will also be distributed to the parties that took part in the consultation process

5. ROLES AND RESPONSIBILITIES

Role	Authority
<ul style="list-style-type: none"> Council is responsible for determining and approving the awarding of salaries above the maximum range for the retention of employees with skills or experience in a scarce field where recruitment is difficult and also with regard to employees from designated groups. 	Council
<ul style="list-style-type: none"> All issues regarding attraction and retention will be approved by the Municipal Manager 	Municipal Manager
<ul style="list-style-type: none"> The Director Corporate Services is responsible for ensuring that the 	Director Corporate Services

<p>criteria to determine the retention of staff are followed.</p> <ul style="list-style-type: none"> • Directors are responsible for ensuring that the Municipality does not lose competent, scarce and skilled employees particularly with regard to employees from designated groups. 	Directors
<ul style="list-style-type: none"> • Line Management shall be responsible for the preparation of nominations, motivations and management of staff. 	Line Management
<ul style="list-style-type: none"> • Human Resources Division shall be responsible for receiving and proposing selection criteria, reviewing all nominations prior and preparing all matters for approval to the Municipal Manager 	HR division

6. MONITORING, EVALUATION AND REVIEW

A report detailing the progress with the implementation of Attraction and Retention Policy with specific reference to achievement of this policy has to be compiled every year by the person with the responsibility for Implementation and monitoring. The policy must be made available to all consulting parties for perusal and comment and must be circulated to all staff members by means of circulars, notices and notice boards.

7. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Scarce Skills	Refers to skills that are needed to realize the Municipality's goals and objectives, but which are difficult to recruit and expensive to replace. These are the skills, which are in short supply in the labour market. These will not always be the same and may change due to various reasons e.g. changes in the labour market environment (supply and demand), changes in the strategic direction of the Municipality.
Critical skills	Refers to those limited skills which are critical to the Municipality, however, the focus is not on the scarcity of the skill as such, but rather on the critical staff member who contributes positively and whose loss

	would have a negative impact on the Municipality's ability to meet its goals
High-risk skills	Refers to scarce skills which are critical to the Municipality; however the specific employees who possess these skills are either de-motivated or have reached a career ceiling, and as such are considering leaving the Municipality or for some reason are highly susceptible to poaching by other Institutions.
Human Resource Planning	Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals
Staff retention	Employee retention refers to the ability of an organization to retain its employees
Municipality's strategic objectives	Statements of vision tend to be quite broad and can be described as a goal that represents an inspiring, overarching, and emotionally driven destination.
Succession planning	Succession planning is a process for identifying and developing internal people with potential to fill key business leadership positions in an organization
Learnerships	A learnership is a structured learning process for gaining theoretical knowledge and practical skills in the workplace leading to a qualification registered on the NQF. Learners participating in a learnership have to attend classes at a college or training centre to complete classroom-based learning, and they also have to complete on-the-job training in a workplace. The workplace experience must be relevant to the qualification.
Performance appraisal system	An employee performance appraisal system is a formal structure by which managers review the work of the employees they supervise. It is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives
Personal Development Plan	PDP is defined as 'a structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development'.
Career development/training	Career development is a lifelong process of managing progression in learning and work
Staff morale assessment	The term employee morale is defined as the tone or spirit of employees working for a certain enterprise. Good employee morale refers to when all the

	employees are well motivated and happy with the job that they do.
Exit interview reports	An exit interview is a survey conducted with an individual who is separating from an organization or relationship. Most commonly, this occurs between an employee and an organization, a student and an educational institution, or a member and an association.
Employees	Individuals appointed according to the Municipal Systems Act of 2000, section 66 (1)
Retrenchment	Termination due to operational requirements
Interview Questionnaire	A document containing a list of prescribed questions to be used for conducting an exit interview.
Exit interviews	One on one interviews conducted in confidence to determine employees' reasons for leaving
Labour turnover	The relative rate at which an employer gains and loses staff.

8. SUPPORTING DOCUMENTS

None

9. REFERENCES

None

10. APPENDIX

None

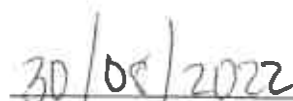
11. ADOPTION AND APPROVAL OF THE POLICY BY COUNCIL

This policy is adopted and approved by the full Ngqushwa Local Municipality Council for Implementation


MUNICIPAL MANAGER


DATE


MAYOR


DATE