

MPUMALANGA PROVINCIAL GOVERNMENT



DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Retention Policy

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1. ABBREVIATIONS

MEC: Member of the Executive Council

HOD: Head of the Department

SMS: Senior Management Services

MMS: Middle Management Services

PSR: Public Service Regulation

HRP: Human Resource Practices

2. INTRODUCTION

Human Resource Planning is a critical activity in ensuring sustained growth and development in any institution. Public and Private institutions are engaged in strong competition against each other to recruit and retain the best available employees from the labour market.

2.1. The Department of Public Works, Roads and Transport is no exception to this challenge, the Department concedes that it is essentially important to find and keep the best and committed employees in the department.

2.2. Staff retention is about finding the best employees for the job and developing measures and intervention strategies of keeping these employees within the department.



3. OBJECTIVES

The purpose of the policy is to:

- 3.1. Assist the department in retaining employees especially those with scarce and valuable skills.
- 3.2. Ensure that the department always has the best, most well trained and suitable employees occupying each position.
- 3.3. Retain the services of such employees.

4. REGULATORY FRAMEWORK

- 4.1. Public Service Act; 1994
- 4.2. Public Service Regulation, 1999 as amended
- 4.3. The Scarce Skills Strategy for the Public Service, 2002; and
- 4.4. The Scarce skills Policy Framework for the Public service, 2003
- 4.5. The provisions in the Public Service Regulations, Chapter 1, partV
- 4.6. Managing Staff Retention: An Information Guide for Government Departments, 1 March 2006.

5. SCOPE OF APPLICATION

The policy shall apply to:

- 5.1. All employees including those that are classified as scarce/critical skills, valued employees and high risk skills in the Department.



6. POLICY STATEMENT

6.1. CLASSIFICATION OF SKILLS TO BE RETAINED

The Department of Public Works, Roads and Transport shall classify the skill in terms the skills that the department need to realize and meet the service delivery needs and the department's primary mandate.

6.1.1. SCARCE/ CRITICAL SKILLS

These are the skills that are needed to realize the department's goals and objectives at service delivery level but are few in the job market, costly to replace and hard to retain.

6.1.2. VALUED SKILLS

These refer to employees whose loss would have a serious negative impact on the department's ability to meet its goals.

6.1.3. HIGH – RISK SKILLS

These refer to employees who have indicated their intentions to leave the department, those who are de-motivated and those that have reached the career ceiling.



6.2. INTERVENTIONS IN RECRUITING AND RETAINING EMPLOYEES

The Department shall in accordance with the general conditions of service determine the following as part of its recruitment and retention strategies.

6.2.1. Social Conditions

6.2.1.1. The Department shall provide accommodation of a reasonable standard, irrespective of their marital status. If accommodated in state accommodation as a general rule, the tenant shall contribute a minimum of 4% of his/her salary and also pay water and lights. The Department shall be liable for the maintenance of the property.

6.2.1.2. In an event where state accommodation is not readily available, the department shall rent accommodation located at a reasonable distance from the place of work for a period of six (6) months. The tenant shall contribute a minimum of 4% of his /her salary and also pay for water and lights.

6.3. Remuneration

The general conditions shall apply in respect of the determination of salary levels; however the Department shall advertise posts on the last notch of the salary level of that particular post.

6.3.1. Counter Offering

6.3.1.1. The Department shall at all times with the approval of the Head of Department retain employees by counter offering.



- 6.3.1.2. A counter offer is a strategy used by many institutions to contest the offer that has been granted by competitors to recruit the employee from the employing organization.
- 6.3.1.3. The senior manager of the affected section shall in consultation with the Human Resource Practices and Administration unit recommend to the HOD that a counter offer be granted to retain a particular employee. He/she must also indicate to the HOD that how does he/she plan to improve the situation should the very same employee be given another better offer that outweighs his/her initial counter offer.

6.3.2. Allowance

The department shall determine and issue such allowances that will enable the professionals to execute their functions, such allowance are not limited to cell phone allowance, subsistence allowance traveling allowance and others.

6.4. Financial Assistance

The Department of Public Works, Roads and Transport through its Human Resource Utilisation and Capacity Development section shall provide financial assistance to employees who want to further their education.

6.5. Exit Interviews

The Department shall conduct exit interview in order to establish factors that lead to staff turnover and counter the exodus of employees in the department.



6.6. Linking Staff Retention with Effective Recruitment Process

The department shall develop accurate job descriptions that clearly indicate the core competencies required for the successful achievements of goals. The job description shall be used for recruitment and selection processes

6.7. PROVIDE GROWTH OPPORTUNITIES

The department shall give opportunity growth to employees by assisting them to acquire competencies that will improve their ability to work in other areas within the department.

6.8. Reward Employees who are High Performers and Value Creativeness within the Department

The department shall reward and recognize excellent work through the reward system linked to the Performance Management and Development system and/or through a non-pensionable cash bonus not exceeding 20% of the employee's pensionable annual salary in terms of the PSR Part VIII.G (ii).

6.9. Analysis of Employee Mobility and Turn-Over Trends

The department shall on continuous basis analyse the reason for mobility and turn-over through;

- 6.9.1.** Assessing staff morale
- 6.9.2.** Conducting exit interview
- 6.9.3.** Interview candidates who turn down job offers
- 6.9.4.** Benchmarking with other employers
- 6.9.5.** Analyzing information gathered and looking for trends

7. ROLES AND RESPONSIBILITIES

The responsibility of implementation of this policy shall be bestowed on General Manager: Human Resource Management and Development or any delegated officials.

8. MONITORING AND EVALUATION

The Human Resource Practices and Administration section shall monitor the implementation of the policy and shall report any deviations to the Head of the Department in writing.

9. POLICY REVIEW

The policy shall be reviewed to factor in changes in legal frameworks, organisational development, political and economic trends, and envisaged outputs by the Medium Term Expenditure Framework as well as outcomes of monitoring and evaluation.

10. APPROVAL

Approved



KM MOHASEDI
HEAD OF DEPARTMENT

DATE: 2010/11/12