



CAREER MANAGEMENT AND RETENTION POLICY

2023/24

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7. CAREER DEVELOPMENT DISCUSSION

1. PREAMBLE

The Maruleng Municipality has observed with concern the rate at which staff members are exiting the municipality. Such a phenomenon has a potential to frustrate efforts towards the achievements of the municipality's objectives as outlined in the IDP and SDBIP.

The municipality needs to ensure that the above situation is addressed. For example, it has been observed that certain specific occupational categories are characterized by resignations of staff due to a variety of reasons such as lower salaries, career advancement and general working conditions, etc.

In addition, notwithstanding the fact that the Municipality does assist its employees to achieve some tertiary qualifications, and there are those employees who pursue those qualifications at their own expense, it has also been observed that no follow-up is made by the Municipality to ensure that the employees are correctly placed and effectively utilised after the completion of their studies. All the above anomalies and /or omissions have to be addressed by the Municipality if it is to retain and attract competent staff from the labour market.

2 OBJECTIVES

To ensure a conducive and harmonious working environment for employees throughout the Municipality

1. To attract and retain competent staff.
2. To retain staff members whose services are regarded as critical.
3. To identify the individual's potential for assuming a higher degree of responsibility
4. 2.4 To help develop a skills base for succession planning
5. 2.5 To ensure career development for staff

3. MANDATES LEGISLATIVE FRAME WORK

1. Employment Equity Act 55,1998
2. Performance Management Policy
3. Affirmative Action and Employment Equity Plan
4. Skills Development Act 97,1998
5. Bursary Policy
6. MFMA
7. Labour Relations Act,1995 cleaning team to check the relevancy
8. Systems Act
9. MFMA
10. Basic Condition of Employment Act
11. Municipal Staff Regulations

4. PRINCIPLES

1. Classification of posts into scarce skills, valued skills and high – risk skills
2. The retention will be based on the skills levels * take note
3. Long term employment span

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4. High career mobility
5. Experientially and academic learning (consider it)
6. The policy is developmental rather tan punitive

5 RETENTION AND RECRUITMENT OF STAFF

5.1 Internal advertising of posts

- 5.1.1 Posts other than specialised skills that become vacant and available for advertising and filling should be advertised internally if the potential employees has been identified. Shortlisted internal applicants shall be subjected to a fair interview process, which shall be similar in all respects to the interview process that external candidates shall be exposed to.
- 5.1.2 Consideration shall also be made by the Selection Panel in respect of the interviewee's ability and potential to meet the inherent requirements of the post. The panel shall not be rigidly confined to the requirement of the job for shortlisting purposes. Shortlisted candidate should in all aspects meet the requirements of the position.
- 5.1.3 The Interviewing Panel shall recommend development areas of a candidate that demonstrate the potential to perform the functions of the post. The supervisor shall in the Performance Agreement include a Personal Development Plan of the new incumbent that will address the identified gaps.
- 5.1.4 Not with standing the above, the interview panel shall not be obliged to make a recommendation if there is no suitable candidate.
- 5.1.5 The internal staff with the service of five (05) years or more, apply for a higher position that he/she qualifies to be appointed and the position salary is lower than the position of the incumbent due to long service, the incumbent should be placed on the second notch of that level if all the recruitment processes has been followed and he/she meet all the requirements of the position and also he/she has performed well.

5.2 . External advertising of posts

- 5.2.1. All specialised positions will be advertised externally provided:
 - ❖ The filling of the post is aimed at achieving the goals as stipulated in the Employment Equity Plan.
 - ❖ The inherent requirements of the post make it crucial to encourage the inflow of new skills.
- 5.2.2. When the shortlisted candidates comprise of both internal and external candidates, the decision making process of the Interviewing Panel should take cognisance of internal candidates taking into consideration her/his performance in the process of the interviews.

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5.2.3. In line with Local Government: Municipal System Act (32/2000): Local Government: Regulations on appointment and conditions of employment of Senior Managers. Gazette No. 37245, 17 January 2014, all Senior Management Services (SMS) posts shall be advertised in a newspaper circulating nationally and in the province where the municipality is located.

5.3. Broadening the scope and focus of the interviewing panel

- 5.3.1. The main focus of the interviewing panel shall not only be on assessing and determining the relative suitability of candidates in terms of their competencies and potential but attention shall also be paid to addressing other critical factors that can lead to premature departure of newly appointed staff.
- 5.3.2. The panel shall provide full motivation of the envisaged strengths and weaknesses of on-the-job performance of each candidate.
- 5.3.3. Special attention must be given to representivity, ability to adjust in new work environment and value add to the organisation, over and above the requirements of the post.

5.4. REFERENCES AND PERSONAL CREDENTIAL VERIFICATION

- 5.4.1. Reference checks and personal credential verification for shortlisted candidates must be conducted by-
 - (a) verifying the candidate's suitability for the job with the current or previous employer.
 - (b) establishing the validity of candidate qualifications and any other verification required by the position before appointment.
 - (c) determining whether the candidate has been dismissed previously for misconduct or poor performance by another municipality or employer and if so the nature of that misconduct or poor performance, and
 - (d) verifying any other additional personal credential as may be required of the job such as criminal records, identification document, security clearance and where necessary, credit checks and fraudlisting.
- 5.4.2. A written report on the outcome of the reference checks and personal credential verification must be compiled and considered before the appointment is concluded.
- 5.4.3. A candidate who does not have a previous employment record may not be disqualified as a candidate for appointment to an advertised post.

5.5. Job Rotation with the aim of multi-skilling

- 5.5.1. 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 supervisor or manager.
- 5.5.2. Management shall rotate employees within their respective sections/departments. However, care shall be taken to ensure consultation of employees first before embarking on job rotation so as to ensure buy in.
- 5.5.3. Rotation should last for a minimum of 12 months for it to be meaningful, depending on the nature of the job. Job rotation won't be compensated.

5.6. Scarce Skills

3.6.1. Identification of scarce and critical skills

Through the outcomes of the skills audit process, there has to be identification and classification of the current skills needs and the future needs of the Department. The outcome of such analysis should be reviewed annually to take into consideration changing circumstances. Employee Personal Development Plans (PDP's) (IDP, comprehensive skills Audit Report as well as the Workplace Skills Plan will form the basis of such analysis.

3.6.2. Identification of key posts for evaluation

Scarce skills must be clearly defined by the Directorate, HRM together with OD Unit within the organisational context. Line function play a critical role in providing inputs to the process of scarce skills determination.

5.7. Enhancing the culture of recognising positive effort and staff achievement

5.7.1. Measures to enhance positive attitude and improved employee productivity through implementation of non-monetary employee recognition schemes shall be inculcated as part of the management style and culture in the Municipality.

5.7.2. This shall be carried out through the presentation of awards such as "employee of the year" awards, " Secretary of the year" "Project Manager of the year " " awards, "best performing Department" , " best performing branch" among others, to be presented by the Municipal Manager/ Mayor or his/her delegate.

5.7.3. These awards shall be recognised by the awarding of certificates of achievement, which shall clearly state area of achievement and reasons for such an award. A special slot shall also be made available in the Municipal Newsletter with pictures and names of "Achievers of the half yearly or annually".

5.7.4. 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 per the PMS Policy and Memorandum of Understanding.
- ❖ Continuously meeting or exceeding service delivery standards
- ❖ Coming up with a good and innovative idea
- ❖ Recommendation from internal colleagues and or external clients
- ❖ Motivation from supervisor, and so forth
- ❖ Application of knowledge in scarce skills categories

5.7.5. In addition to the above it shall also be part of the management culture and style to

ensure that employees are also congratulated informally as well, so as to ensure that their positive efforts do not go unnoticed.

5.6.7. In this regard the Corporate Services directorate and PMS unit shall set standardised criteria for the awarding of annual awards as well as for monitoring purposes.

5.8. Well-structured and well-organised exit interviews

5.8.1. Exit interviews shall be perceived as a management tool aimed at interviewing employees that leave the Municipality or about to leave the Municipality so as to extract constructive and valuable positive or negative information that can be used to improve the situation and morale of the remaining staff with an ultimate objective of reducing staff turnover. Such interviews shall be structured using the questionnaire which accompanies this policy.

5.8.2. Exit interviews change organisational threats into opportunities for improvement. For exit interviews to be successful it is essential that the interviewee be given an unambiguous guarantee in writing that no information emanating from the exit interview shall be used against him/her. The information shall only be used for enhancing efforts towards attraction and retention of staff.

5.8.3. The Corporate Service Directorate shall facilitate the training of all Human Resource unit to conduct exit interviews, using the standardised questionnaire.

5.9. Conducting exit interviews

5.9.1. All employees that have tendered resignations shall be interviewed before leaving the Municipality.

5.9.2. The purpose of the interview and indications of questions to be asked shall be made available immediately after the resignation to all interviewees. A suitable venue with no interruptions must be chosen.

5.9.3. The interviewee shall exercise his/her discretion regarding who the interviewer shall be and not necessarily his/her supervisor.

5.9.4. The interviewer shall compile a report with recommendations to Corporate Directorate: Human Resource Planning. The office concerned must ensure safekeeping of the report for monitoring according to the prescribed format. The analysed reports shall be compiled for discussion by Executive Management. Corrective steps where necessary shall be implemented.

5.10. Attracting scarce skills

5.10.1. Head-hunting

5.10.1.1. Recruitment shall also be done through head hunting. The Bursary scheme for scarce skills may also be considered. The latter can be achieved by engaging specific institutions of higher learning in this regard for recruitment purposes or our bursary holders. High flyers or outstanding performers in other organisations can be earmarked for this purpose.

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5.10.1.2. This individual based method of recruitment can be used to seek and identify suitably qualified candidates for positions where difficulty is experienced to recruit qualified candidates as well as candidates from historically disadvantaged groups.

5.10.1.3. This method shall be used only in conjunction with the normal advertising of vacancies, i.e. an identified suitable candidate shall be requested to apply for the advertised position, where after, the normal processes will apply. No guarantees will be given to any head-hunted individual that they will secure the position. Services of Private Employment Agencies can be used to identify candidates for head-hunting.

5.10.1.4. In cases where no suitable candidates are identified during the final interviews, further headhunting shall be undertaken. At least two candidates shall be identified and interviewed by the same panel and against the same criteria used during the initial interviews together with candidates who applied through the normal process of advertising. To be incorporated to the clause in the recruitment policy.NB

5.11. Granting of higher salary for purposes of making a counter offer or for attracting new employees once in five years 20% of the salary.

5.11.1. In the event of an employee, whose services are considered critical to the mission of the Department, getting an offer from elsewhere, the executive authority or his/her delegate shall consider matching or exceeding the said offer after full motivation has been submitted depending on the nature and level of the offer.

5.11.2. The employer need to do verification with the offering institution regarding the offer to the potential candidate.

5.11.3. Scarcity of skills and /or the competencies that the said employee possesses, shall be the key guiding factor that informs the final decision of the Executing Authority in this regard.

5.11.4. In order to attract new employees whose skills are critical to the Municipality 's mission, higher packages can be offered to the employee regardless of the current packages, after due consideration of all relevant factors.

5.11.5. In submitting to the relevant Executing Authority or his delegate for consideration, Human Resource Management shall take into account the prevailing market trends regarding the skills they want to attract.

5.11.6. The granting of higher salaries for the purpose of a counter offer or for attracting competent officials requires that the following measures also be taken into account :

(i) RECORDING OF ALL REASONS

Full motivation for raising the salary must be recorded, and report compiled and submitted as required by the Public Service Regulations. Counter offer should be once

(ii) EXPLORATION

Evidence providing that all other possibilities to recruit and retain the relevant employees, such as considering the working environment and career pathing must be recorded.

(iii) DEMONSTRATION OF FAIRNESS

Demonstration that the decision will not create an anomaly or disparity compared to other employees. The Municipality will have to be able to justify the awarding of higher salaries to other employees with similar competencies and skills. The principle of fairness and transparency must be adhered to.

(iv) ABILITY TO ENSURE SUSTAINABILITY

The Municipality must be able to demonstrate that it has sufficient budget funds for the MTEF, to sustain the increase.

(v) GREATER VALUE FOR MONEY

The Municipality must work in a manner that will provide greater value for money. To that end, managers should reorganise work so that when an employee moves up a salary level her/his job increases in complexity and / or responsibility.

This information must be included in the annual report. This implies that the Municipality must develop substantially better information systems on salaries, upward mobility and retention strategies.

6. CAREER DEVELOPMENT AND SUCCESSION PLAN

6.1. Succession Plan

Each Director must compile a succession plan database, from the career discussion outcomes and this information must be in the custody of Human Resource Planning and kept confidentially. Sectional heads and Supervisors must ensure that they identify key competencies to be developed in light of the identified succession plan. Coaching and mentorship programmes should be facilitated by all respective managers. Employees identified for mentorship should be subjected to a clearly defined programme to assist them to acquire the necessary skills to assume higher responsibilities. Succession planning will be based on above average performance of an individual employee over a sustainable period based on quarterly performance cycles.

6.2. HR reviews

Human Resource Planning will establish a Human Resource Committee (which will be chaired by Manager: Human Resource Planning) and will include representatives from other department. The main purpose of the review is to conduct and confirm employee classification that will assist the Department to conduct HR reviews based on the succession plan. The reviews shall involve section heads to discuss the position of each employee and future career path and the final classification of

the employees. This will assist in removing any bias that a supervisor might have when categorising employees.

HR Reviews will be done on an annual basis.

6.3. Recruitment and Selection

Whenever there is a vacancy, the succession planning policy shall be utilised as a pool to identify possible candidates for shortlisting. However, employees and candidates will be encouraged to compete for positions. (Posts 1-5 and above will be advertised externally. Post at level 6 and below will be advertised internally if potential employees has been identified)

6.4. Classification of employees for career development & retention purpose

Sectional Heads will be expected to indicate and categorize employees according to the following:

1. High flyers - These are employees who are high performers as per performance management policy and are ready for promotion.
2. Critical / Scarce / Hot skills - Employees with crucial rare expertise.
3. Potential for development - Employees with potential for development must be placed on an accelerated development program.

6.5. High flyers

Employees categorised as a high flyers will be placed on the succession plan list, which will be utilised as a pool to draw from whenever vacancies arise. Human Resource Planning will be the custodian of the succession plan list and will accordingly advise Directorate whenever a vacancy arises.

6.6. Critical / hot skills

Employees categorised as in possession of "critical/hot skills" will be identified as per the Career Management and Retention Policy Document, which outlines such skills and these may change as per changing circumstances of the Municipality

6.7. Potential for development

Employees classified as "potential for development" will have a personal development programme aimed at specifically addressing and closing the skills gaps identified. Once the programme has been completed successfully these employees can be moved to the succession plan list.

6.8. New employees – induction programme (to be done in line with the recruitment policy). Ensure

- (a) **DAY ONE:** All new employees must have a one-on-one orientation discussion with their immediate supervisor. The aim is to ensure that new employees are well received and all logistical arrangements are in place so as to ensure that they settle quickly into the new environment. Also

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ensure that the new employee is properly introduced to staff and is assigned a peer who will provide the necessary support. The induction checklist must be filled in by the supervisor and the new employee and be placed in the SP file as per Orientation and Induction Policy.

(b) DAY TWO: Employee's responsibilities, expectations and objectives shall be discussed. This will ensure that the new employee fully understands at the outset what is expected from him/her.

(i) Over and above the one-on-one induction with the supervisor, the new employee will attend a generic induction (orientation) within 3 months, where broad issues i.e. policies, procedures, organisational structure, vision, mission and values are presented and an opportunity to interact with other new employees in the organisation. Copies of orientation reports will be kept by HRM to link with the Performance Management.

(ii) The induction checklist must be completed and signed by both parties. A copy should be forwarded to HRM for the employee's file and for monitoring purposes.

6.9. Follow - up discussion after three months

A follow up discussion shall take place after three months to establish how the employee has adjusted by the relevant directorate.

6.10. Performance Management

To be done in line with the employee performance management policy.

(a) Each and every employee must have a Memorandum of Understanding / Performance Agreement, which is cascaded from the Annual Performance Plan and is valid for a period of 12 months.

(b) The Memorandum of Understanding / Performance Agreement must indicate clearly, outputs to be achieved.

(c) The output must be specific and measurable with clear time frames for achievement.

(d) The Memorandum Of Understanding / Performance Agreement must be assessed every quarter as per PMS cycles

(e) The Memorandum Of Understanding / Performance Agreement shall also indicate "enablers" i.e. the tools, skills, resources that the employees require to enable him or her to deliver on the expected outputs.

(f) The score for the last quarters constitutes the final score of the year.

(i) Offer bursaries

(ii) Based on the score the employee's performance will then be recognised and the employee will receive a performance incentive either a performance bonus or pay progression or both depending on available budget.

(iii) It is therefore expected that the performance management will feed into discussion on career path since the two are not mutually exclusive.

Other retention strategies

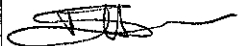
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1. The Municipality must consider the provision of stress management interventions from reputable service providers on a quarterly basis.
2. Special performance awards like the Departmental Performance Awards to be inculcated in the performance management system on a quarterly basis culminating to the end of the year function.
3. Identify high level performers and expose them to accelerated development training.
4. Allocate special projects of an increasing level of complexity and responsibility based on level of skills and competence demonstration. Consider release from duty on special leave or sabbatical to engage in research related activities which will enhance the overall performance of the Municipality. Duration of special leave which will depend on the nature of research but should not exceed 1 month.

7. CAREER DEVELOPMENT CONCLUSION

It is important to note that the Career Management and Retention Policy is an over arching policy and an embodiment of other HR policies. It complements and supports other policy instruments in a holistic developmental manner. All these policies must be implemented synergistically to achieve the desired results, from recruitment and selection to orientation and induction to performance management, skills development, career management and retention.

During career development discussion a composite picture of the employee should emerge from the various HR interventions that they have been subjected to, from the time they joined the Municipality. A comprehensive analysis of such information will provide a basis for a career development discussion aimed at enhancing performance thus ensuring retention.

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