Province of the

EASTERN CAPE

COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

ATTRACTION &
RETENTION POLICY

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SIGN OFF

i) Head of Department

This Attraction and Retention Policy has been recommended by Mr A.A. Fani in my capacity as Head of the Department for Cooperative Governance and Traditional Affairs.

I am satisfied and concur with the contents of this Policy.

The development of the policy on Attraction & Retention will ensure that the department is able exercise its powers in compliance with the law and guide decision-making in the department.

Recommended	
Designation	Head of Department
Date	29/07/2022

ii) Executive Authority

The Department of Cooperative Governance and Traditional Affairs has unprecedented opportunity to improve the lives of the staff by effectively rendering services that it is expected to provide. We have envisaged a Department that has the required capacity to respond adequately to challenges of its staff.

I therefore trust that the guidance from this Policy will contribute to the effective Attraction & Retention in the Department.

Signed	
Designation	MEC: Honourable X.E. Nqatha
Date	29/07/2022

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1. PREAMBLE

The Department of Cooperative Governance and Traditional Affairs commits itself to open, honest, fair, objective and transparent employment processes to enable the department to attract top talent and appropriately qualified candidates by positioning the department as an ideal place to work for in the eyes of potential recruits. It furthermore endeavours to link effective talent management and retention practices to retain employees of high calibre to meet its human resource needs. The Department understands the benefits of staff retention and an effective talent management system to identify staff with high potential and scarce skills to retain them.

2. PURPOSE OF POLICY

2.1. To attract top talent and appropriately qualified and suitable candidates for the Department;

2.2. To retain employees of a high calibre to meet its human capital needs as well as identifying practical measures for effective human capital and talent management.

2.3. To assist and guide the line managers and Human Resource Practitioners in retaining key skilled staff within the department to ensure that the best, well-trained and suitable employees occupying key positions are well looked after.

3. DEFINITIONS

Terms and definitions that will be used throughout the procedure that need clarification for the reader, this can also include any keywords. Include also technical terms, abbreviations that maybe used in this document.

Word/Term	Definition (with examples if required)
Ability	That which is within the individual that represent potential
Staff retention	Ability of an Department to prevent employee turnover, or the number of employees who leave their job in a certain period either voluntarily or involuntarily
Attrition	Is the departure of employees from the Department for any reason (voluntarily or involuntarily) including resignation, termination death or retirement

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Scarce Skills	Skills which refer to those occupations in which there is a scarcity of qualified and experienced people, currently or anticipated in the future.
High Impact Leavers	Those employees whose departure will leave a huge effect or impact to the department especially those with scarce skills.
Medium Impact Leavers	This type deals with qualification of the impact of specialised skills by using comparison as per the effect of medium leaver versus high impact leavers
Low Impact Leavers	Are those employees who have low level job skills and their impact might be low on the organisation.
Staff turnover	Relative rate at which an employer gains and losses staff. The number of employees that leave the department within a given time period.
Unavoidable Turnover	A turnover that happens in an unavoidable circumstance e.g. death or relocation of spouse.
Avoidable Turnover	Is a turnover that could have been prevented with a reasonable level of interventions
Affirmative Action	A programme by which previously disadvantaged groups are provided with opportunities for advancement, it entails elements of discrimination based on fairness.
Affirmative Action measures	Tools to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer
Succession Planning	It is a process of determining critical roles within the company, identifying and assessing possible successors and providing with necessary training.
Talent Management	Refers to the process of developing & integrating new workers, developing and retaining current worker and attracting highly skilled workers.
Internal Hiring	Recruiting from within the organisation's employees.
Perennial Job-hoppers	The practice of changing jobs frequently especially as a means of quick financial or career gain.

Preferred Employer	Through lucrative deals offered in terms of company policies.
Mentoring	(As a process) It is a tool used by most organisations to appoint an experienced person to provide guidance and direction from a more experienced perspective.
Candidate	A person who is in the process of being selected for a position or who is in the process of being assessed as successful or not successful in meeting certain standards.
Capacity	Where some of the personal characteristics of an individual, is added to the competence required. This refers to the combination of competence acquired for example motivation, commitment and personal characteristics and styles of communication and thinking.
Career Development	The formal processes within the organization whereby relevant and representative people make decisions on the appropriate learning for individuals within career path and / or within their current roles.
Career path	Described routes for vertical and / or lateral movement within and outside the organization's occupational and work structures
Induction	Refers to the formal & informal introduction which a new staff member receives within the first days of joining the organisation.
Orientation	A process through which a new employees is integrated into an organisation, learning about its corporate culture policies and procedures.
Exit Interview	Conducting of interviews to determine reasons for the employee to leave and the possibility of returning in future
Designated Groups	This refers all previously disadvantaged groups such as Africans (Black, Coloured, Indian and Chinese); Women; People with Disabilities (PWD's) as per Employment Equity Act of 1998 (amended)

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3.1. ACRONYMS

ABBREVIATION/ACRONYM	MEANING
ICT	Information Communication Technology
OSD	Occupation Specific Dispensation
GIS	Geographic Information System
EE	Employment Equity
SMS	Senior Management Services
OCS	Occupational Clarification System
CCMA	Commission for Conciliation, Mediation and Arbitration
KPA	Key Performance Area

4. APPLICATION & SCOPE

This policy applies to all Senior and Middle Management posts and employees of the Department as well as applicants for employment, where applicable. This includes Technical and Information Communication Technology (ICT) Personnel, High Performers and talented employees within the department.

5. LEGISLATIVE FRAMEWORK

5.1 Constitution of the Republic of South Africa, 1993, (as amended)

5.2 Public Service Act, 1994 (as amended)

5.3 Public Service Regulations, 2016

5.4 Labour Relations Act, Act 66 of 1995 (as amended)

5.5 Employment Equity Act, Act 55 of 1998

5.6 Basic Conditions of Employment Act, Act 75 of 1997

5.7 PCSBC Resolution 3 of 1999

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5.8 Promotion of Administrative Justice Act 3 of 2000

5.9 White Paper on Human Resource Management,

5.10 Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000

5.11 OSD Policy

6. CONSULTATION PROCESS WITH STAKEHOLDERS

A number of affected stakeholders including employees at all levels have been consulted throughout the policy review process and their inputs, comments have been obtained and incorporated into this Policy.

Management of the Department have been consulted for inputs, buy-in and adoption.

7. POLICY PRINCIPLES INHERENT IN THE ATTRACTION AND RETENTION POLICY

7.1 The guiding principles that underpin this policy which include the underlying values and concepts that are required to support the intention of the policy:

7.1.1. EQUITY

This policy considers issues of equity as uncontrolled turnover, be it avoidable or unavoidable, and which has a direct effect on Employment Equity targets in the department. Attraction of scarce and critical skills in the designated categories as per Employment Equity Plan will be an absolute necessity to maintain an Employment Equity balance.

7.1.2 TRANSPARENCY

There will be transparency in the implementation of this Attraction and Retention policy.

7.1.3 PARTICIPATION

Human Resource Practitioners and Line Managers are key to the successful implementation of this policy to ensure that human resource and management processes contribute to the attraction of scarce and critical skills in the department.

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7.1.4 VALUE SYSTEM

The Attraction and Retention policy will be underpinned by the value system as reflected in the department's vision and mission. The values it espouses include honesty, integrity, professionalism as well as Batho Pele Principles.

7.1.5 ACCOUNTABILITY

All line managers and HR Practitioners as key implementers of the policy will be required to account for non-adherence to the provisions of this policy. Non-compliance will be dealt with in terms of the Disciplinary Code and Procedures.

8. POLICY STATEMENT

The effective recruitment, placement andetention of skilled employees are essential to ensure that the Department has the requisite human resources to maintain its expected delivery. The Department is an open employer encouraging open competition during the recruitment, selection and other human resource processes and the filling of vacancies will therefore follow an open process of advertising before filling them. The policy is applied within the framework of the Department's Employment Equity Plan.

9. DEFINING STAFF AND RETENTION

9.1. The Policy must focus on both attracting suitably qualified professionals whose skills are in demand in the employment market to join the Department of Cooperative Governance and Traditional Affairs through focused recruitment strategies and keeping those who are already employed, especially those whose skills are crucial for the effective functioning of the department.

9.2. Recruitment strategy to include full implementation of the OSD requirements to all qualifying professional staff members appointed to posts reserved for registered professional officers including SMS Members

9.3. Attraction and Retention involves motivating staff by covering both the psychological and social aspects of the employee's life, their perceptions, goals, behaviours and the operational aspects attached to the job or tasks for which they were appointed.

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9.4. Attraction and Retention need to be part of the day-to-day talent management, which requires management's approach that takes all factors of human capital management practices into account. Staff retention therefore needs to be seen as **a strategic human capital management intervention.**

10. THE CONTEXT OF ATTRACTION AND RETENTION POLICY

10.1. Retaining top talent has become a global challenge in a world economy characterised by highly mobile workers, unprecedented shortage of skills and continuous war for talent. The ability to attract, develop, motivate and retain top talent has the power to make or break the organisation. International research has shown that employee morale alone contributes as much as 20% towards a company's financial performance. While financial incentives and competitive remuneration remain high on the list of retention strategies, employees want more out of their working lives.

10.2. The attraction and retention of all employees and specifically from designated groups is a key challenge for the department and has been included in the Employment Equity Plan as a legitimate and credible Affirmative Action measure. As a matter of fact, the department has a demand of 1683 employees with a supply of 1350 and a vacancy rate of 20%.

10.3. Research relating to attrition and strategies to retain employees in the Public Service, identified amongst others, the following categories of employees as categories likely to experience a high turnover:

10.3.1 Senior / Middle Management

10.3.2 Technical and Professional

10.3.3 Administrative

10.3.4 Legal

10.3.5 Financial

11. FOCUS OF THE ATTRACTION AND RETENTION POLICY

11.1 The exit of employees in any department can be categorized into three types:

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11.1.1   High Impact Leavers

     a) Technical fields such as Town Planners, Land Surveyors, Engineers, GIS Professionals and Property Valuers.

11.1.2   Medium Impact Leavers

     b) ICT Staff and Management posts

11.1.3   Low Impact Leavers

11.2 Coupled with the three categories of leavers are two types of turnover:

a) Unavoidable turnover

b) Avoidable turnover

12. ROLES AND RESPONSIBILITIES OF THE STAKEHOLDERS

12.1 THE EXECUTING AUTHORITY (MEC)

12.1.1   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 employees from designated groups.

12.2 HUMAN RESOURCE MANAGEMENT

12.2.1   Responsible for ensuring that a criterion to determine the retention of staff is followed to the letter and spirit.

12.2.2   Monitoring effective implementation of this policy.

12.3 LINE MANAGERS

12.3.1   Responsible for ensuring that the Department does not lose competent, scarce and skilled employees particularly with regard to employees from designated groups.

12.3.2   Line Management must implement this policy and are key to creating a conducive environment for the successful implementation of the Policy and Strategy.

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12.3.3   Attraction and retention is best achieved through partnership between line managers and Human Resource Practitioners as implementers of the policy.

12.4 HUMAN RESOURCE PRACTITIONERS

12.4.1   In order for the department to meet its mandate, senior and line management need to be provided with relevant, efficient and strategic human resource advice and interventions. Therefore the human resource component needs to be a key partner to the line manager on people-management issues:

12.4.1.1   **The role of human resource is, among others:**

12.4.1.1.1   To establish appropriate best practice policies, procedures and guides for human resource management;

12.4.1.1.2   To translate the department's business strategy into a human resource strategy through the development of Human Resource Plan;

12.4.1.1.3   To identify categories of employees who might leave thereby identifying positions/ posts where sudden departures would derail strategic objectives or have an immediate negative impact on operational plans; and

12.4.1.1.4   To analyse staff movement trends and identify high-risk employees, this involves designing targeted development programmes for talented employees.

13   COMPETENCIES OF THE LINE MANAGERS

13.1 Line Managers are the main link between the department and employees; therefore, they have to be competent people managers.

13.1.1   To be able to play their role they need to have the following competencies:

13.1.1.1   The ability to effectively manage, coach and mentor staff;

13.1.1.2   The ability to give proper feedback and create an enabling environment for employees to perform through management of performance;

13.1.1.3   The ability to align work processes and jobs with departmental goals;

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13.1.1.4   The ability to create a culture of continuous learning and development in which employees can grow and improve their own competencies thus providing training and other support to employees; and

13.1.1.5   The ability to apply human resource policies and procedures fairly and consistently to all employees under their supervision.

14   STRATEGIES AND MECHANISMS TO IMPLEMENT THIS POLICY

There are many strategies that the department can implement to deal with Staff Recruitment and Retention, these are the following:

14.1 LEGISLATIVE FRAMEWORK AND OTHER PUBLIC SERVICE GUIDELINES

14.1.1   The management framework provided for in the Public Service Act, 1994, the Public Service Regulations, 2016 and the collective agreements allow Departments a high degree of flexibility to introduce retention strategies that suit their specific circumstances and peculiar needs. The following provisions are of relevance in this regard:

14.1.1.1   Public Service Act, 1994 Sections 3(5) and 7(3) and Section 37(2)(c)

14.1.1.2   Public Service Regulations, 2016 Chapter 4 (part 1),

14.1.1.3   PSCBC Resolution 3 of 1999

i)   An employee forfeits his/her service bonus if he/she resigns from service before his/her bonus month.

ii)   The reasonable costs relating to the relocation of a new appointee may be recovered from him/her should he/she not stay in employment for at least 12 months. The expenses incurred (in respect of travel, subsistence, interim accommodation, storage, etc) by a department to transfer an employee are however not recovered.

14.2 IMPROVED RECRUITMENT AND SELECTION STRATEGIES

14.2.1   A lot of staff losses are caused by bad selection decisions, where the wrong person is appointed to the job. The following measures can be applied:

14.2.2   Accurate job descriptions developed to facilitate clear identification of the core competencies required for successful performance prior to the recruitment and selection process.

14.2.3   Incorporate corporate "cultural fit" into the recruitment and selection criteria.

14.2.4   The appointment of interview panel members who have adequate knowledge and exposure to the expectations required for candidates to qualify for the post.

14.2.5   Internal hiring by looking first for in-house talent to promote succession planning.

14.3 COMPULSORY INDUCTION PROGRAMME

14.3.1   Best practice studies show that the first few weeks of employment are important for establishing employee commitment to the job. Employee induction and orientation helps new and old employees adjust and integrate into the new working environment.

14.3.1.1   a well-structured and dynamic induction programme

14.3.1.2   new employee guide that can be given to employees to read

14.3.1.3   an orientation programme to help to adjust to any new changes in the organisation's mandate

14.3.2   An effective induction/orientation programme contributes to retention and enables staff members to understand how their functions help to fulfil the department's objectives. Managers need to view induction and orientation as a unique opportunity to meet new recruits and for sharing information about their units and the Department at large.

14.4 TERMS AND CONDITIONS OF EMPLOYMENT

14.4.1   Flexible Terms and Conditions of Employment should be at the centre of the attraction and retention policy of the department. Equitable and favourable terms of conditions are likely to contribute to long-term retention. Terms and

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conditions that are flexible and are considerate of the market realities in the labour market will ensure that the department is a **preferred employer**.

14.4.1.1 Introduce Protected Promotion measures

14.4.1.2 Introduce flexibility in the salary notches

14.4.1.3 Such flexibility to be indicated in the advertisement as well to attract experienced candidates.

14.5 TRAINING AND DEVELOPMENT

14.5.1 One of the most significant realities of the public service today is unprecedented transformation and change in every sphere of government and in all levels. Public service employees have become knowledge workers who are constantly required to make complex decisions. To do this they need access to continuously changing information and a variety of complex skills to solve a plethora of well and ill-defined service delivery problems. Management should make sure that employees are provided with opportunities for development to be able to perform their current jobs and acquire competencies that can improve their ability to work in other areas or at other levels within the public service.

14.5.1.1 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.

14.5.1.2 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.

14.5.1.3 Employees, who obtain higher qualifications, should be given preference in the filling of vacant posts which require such qualifications.

14.5.1.4 In a situation where the employee cannot be accommodated in a suitable post, his /her job should be reviewed with an intention of adding more responsibilities and re-evaluating the post to ensure the maximum utilization of the employee's potential.

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14.6 WORK ENVIRONMENT

14.6.1 To be a preferred employer means that job seekers aspire to work for the Department not merely to have a job, but to be part of a dynamic and challenging work environment that is at the forefront of developments in the Public Service. In order to retain staff, management must create conducive work environment which encourages and promotes:

14.6.1.1 high levels of employee morale;

14.6.1.2 high levels of motivation;

14.6.1.3 provision of leadership and strategic direction,

14.6.1.4 open communication;

14.6.1.5 trust;

14.6.1.6 positive work challenges; and

14.6.1.7 Employee empowerment.

14.7 COMPETITIVE REMUNERATION FOR SCARCE AND CRITICAL SKILLS

14.7.1 **Public Service Regulations, 2016 [Chapter 4, part 1, Sec 44(1)]** makes provision that a salary and/or salary level for a post or an employee can be set above the minimum notch of the salary level indicated or level than usual if necessary to recruit or retain an employee with the necessary competencies.

14.7.2 **The Executing Authority** has got a mandate within the regulatory framework to attract and retain talented employees and employees with scarce and critical skills to enable the department to meet its service delivery imperatives.

14.7.3 **Alignment with OSD requirements**

14.7.3.1 For each post an Executing Authority shall establish a job title and a job description with appropriate emphasis on service delivery:

14.7.3.1.1 The main objectives and functions of the post (s) in question and

14.7.3.1.2 The inherent requirements of the job".

14.7.3.2 To assist the Executing Authority in designing a job and career path linked to a salary scale, the Minister may determine a system of remuneration of an

occupational category for which OSD has not been determined and occupational clarification system (OCS)".

14.7.3.3 This corresponds to the requirement of Regulation 42 of the Public Service Regulations, 2016 which says, "the Minister may determine an OSD for Specific occupational category".

14.7.3.4 An Executing Authority shall link all posts in his or her department as contained in a remuneration system to a occupation listed in the OCS".

14.7.3.5. In view of the above, both the Minister and the Executing Authority have the vital role to play in the implementation of OSD in relevant departments and the determination of the OSD for a specific occupational category depends on the main functions (KPAs) of the posts and the requirements of the job which are determined by the departments.

14.8 COACHING AND MENTORING

14.8.1 Retention interventions for Senior and Middle Managers could include the introduction of mentorship and coaching programmes.

14.8.2 Coaching and mentoring can serve as tools for inculcating a sense of loyalty in employees and demonstrating commitment towards employee's success and career development.

14.8.3 Mentoring is a recommended strategy. This requires a mentoring programme that ensures that key employees have mentors.

14.8.4 Mentoring provides a long-term development of employees through its implementation and take individual development plans into account.

14.9 EXIT INTERVIEWS TO DETERMINE EXIT TRENDS

14.9.1 Exit interviews can provide inputs into reasons why valuable employees are leaving, such as:

14.9.1.1 Improved remuneration.

14.9.1.2 Excessive work demands.

14.9.1.3 An unpleasant working environment.

14.9.1.4 Insufficient developmental opportunities.

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14.9.1.5   Poor management practices.

14.9.1.6   Inadequate career progression opportunities.

14.9.1.7   Lack of recognition.

14.9.1.8   Poor job satisfaction.

14.9.1.9   Strategies must be put in place to address the above mentioned reasons.

14.10   PERFORMANCE MANAGEMENT

14.10.1   One of the most important management tools in the Public Service is the Performance Management and Development System. The model of performance management promulgated by the Eastern Cape Provincial Administration is one that integrates the management of organizational and employee performance. It acknowledges the importance of recognising and rewarding good performance.

14.10.2   Cognisance should be given to Senior Managers whose scope of upward mobility within the public service is very limited. Officials at this level are highly stressed, highly mobile and often not prioritised when it comes to incentives for excellent performance.

14.11   CAREER MANAGEMENT

14.11.1 Employees value an organization that creates opportunities for career development which allow employees to pursue careers of choice whilst aligning their own goals with organizational strategic goals.

14.11.1.1   Career management helps employees to envision a future within the organisation and gives them a sense of belonging, ultimately improving both morale and productivity.

14.11.1.2   Career management tools and programmes including career planning workshops, supportive performance appraisal systems, job posting, job redesign and career counselling should be developed and implemented in the province.

14.11.1.3   Creating opportunities for **internal mobility.**

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14.11.1.4   Identify young and capable employees, focusing on women, and putting them in Accelerated Career Development Programmes.

14.12   IMPROVED QUALITY OF WORK LIFE

14.12.1.   To make the work environment more comfortable to employees the following facilities will be provided in each office of the Department:

14.12.1.1   Tea/coffee machines on each floor of each office. The Department will bear all the costs in this regard.

14.12.1.2   Finance social activities and functions, e.g. year-end functions and team sports events.

14.12.1.3   Provide free parking facilities to all employees.

14.12.1.4   Air-condition all the offices irrespective of rank.

14.12.1.5   Flexible work arrangements;

14.12.1.6   Child-care facilities

14.13. CHANGE MANAGEMENT

14.13.1. Management must ensure that all changes affecting the employees in a department are clearly communicated in order to address:-

14.13.1.1   fear of the unknown;

14.13.1.2   reluctance to change old habits;

14.13.1.3   self-interest;

14.13.1.4   economic insecurity;

14.13.1.5   failure to recognize why the change is necessary; and

14.13.1.6   General mistrust.

14.13.2.   Coping effectively with change depends largely on establishing a sound corporate attitude to it. Change is embraced when members in the organisation on different levels are involved and participate in the process. Management need to play a crucial role in the change process because the success of any change management programme depends on management's

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attitude to change. Managers need to prepare themselves, their subordinates, and the department at large to adapt to, and manage, change.

14.14. LEADERSHIP AND MANAGEMENT STYLE

14.14.1. Departments should entrench management style which encourages employee growth, empowerment, people-focused and goal setting.

14.14.1.1. Soft skills such as participation in decision making should be nurtured by the leaders among its teams.

14.14.1.2. Management should instil a culture which embraces departmental values. Leadership must be in the forefront in living up to the values.

14.14.1.3. Managers with unacceptable leadership and management styles should be trained and advised of their conduct.

14.15. EFFECTIVE COMMUNICATION AND GRIEVANCE PROCEDURE

Internal communication strategies to facilitate effective upward and downward communication in all levels in a department should be developed. These would facilitate that information and knowledge permeates in the entire department as quickly as possible.

14.16. DETERMINING THE STATE OF HUMAN CAPITAL

14.16.1 Continuously determining the state of human capital contributes towards designing attraction and retention interventions.

14.16.1.1 Conducted exit interviews.

14.16.1.2 Keep track of the number of people who leave, their units and why they leave

14.16.1.3 Highlight matters and areas within an organisation that need urgent attention.

14.16.1.4 Conduct "stay" interviews for serving employees surveys or audits

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14.17. DETERMINING DISINCENTIVES

14.7.1. In addition to offering positive incentives to attract and keep employees, certain rules must be entrenched for employees who leave before completing twelve (12) months service.

14.17.1 Forfeit service bonus and pay back fees related to training undertaken.

14.17.2 Recover relocation costs for employees resigning before completing twelve (12) months' service,

14.18. MAKING THE DEPARTMENT A PREFERRED EMPLOYER

14.18.1. Top people want to be associated with successful organisations that have successful people. Building and publishing a strong employer and employee profile will go a long way in positioning the department as employer of choice and attracting highflyers.

14.18.1.1. Create a brand for the department as a preferred employer.

14.18.1.2. Create a positive public image of the Department

14.18.1.3. Reward high performing employees fairly through **Performance and Development System (PMDS)**

14.18.1.4. Place employees correctly. Placement of employees should be informed by the match between the individual and the position and the competency requirements of the position as per organisational needs.

14.18.1.5. Establish a strong relationship with candidates and develop strategies to sustain them after appointment.

14.18.1.6. Mentoring is a recommended strategy. This requires a mentoring programme that ensures that key employees have mentors to rely on.

14.18.1.7. Human Resource Management practices should allow for individual circumstances and the management of employees according to job demands.

14.18.1.8. Training opportunities are like gold to employees, they provide appropriate opportunities for employees to gain the skills, knowledge and competencies necessary for them to make a high-quality

contribution appropriate to their roles, which meet Departmental and individual objectives.

14.18.1.9. A new employee often discovers that after the first "honeymoon" is over, they're left disillusioned about their new position, or don't know where to turn for help. Managers need to offer continued assistance to new employees through mentoring and follow-up meetings to check how they feel two or three weeks into the job.

15. APPROVAL OF THE POLICY

The policy will be approved at the recommendation of the Head of Department and Member of Executive Council (MEC) as per the updated departmental Delegations and the policy will become official on the date it is signed by the Executing Authority (i.e. MEC for Cooperative Governance and Traditional Affairs).

16. COMMUNICATION / EDUCATION OF THE POLICY

The Department shall communicate the Attraction and Retention Policy to all its employees through workshops, intranet virtual meetings and workgroups. A copy of the policy shall be uploaded on the website of the Department.

17. COMPLIANCE AND NON-COMPLIANCE

The Internal Audit Directorate and the Office of the Auditor-General will determine compliance with the policy.

It is the responsibility of the line manager concerned to administer compliance to this policy and none compliance or failure to comply with the policy, including any arrangements which are put in place under it, will be investigated and may lead to disciplinary action being taken.

18. MONITORING AND EVALUATION OF THE IMPLEMENTATION OF THE POLICY

18.1 The Human Resource Management Directorate will vigorously monitor the implementation of this policy and will submit quarterly reports to the Chief Director: Corporate Services for submission to the Head of Department. The Human Resource

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Management Directorate will share monthly Reports with HR Organizational Transformation & Planning for statistical analysis report.

18.2 The Human Resource Management Directorate should publish a quarterly report, to the Head of Department and Executing Authority, on trends with regard to the composition of the department in terms of race, gender and disability. The report will also contain an analysis of the department's personnel turnover and its vacancy rate. The following tools can be used to monitor impact of the implementation of the policy:-

18.2.1 Development of labour turnover data base with statistics that are easy to access and linked to other metrics is essential.

18.2.2 Expansion of employee satisfaction survey to cover all relevant occupational groups.

18.2.3 Utilization of the employee satisfaction survey as a baseline measure to assess annual progress.

18.2.4 Design an effective exit and stay interview tool to ensure data is usable and can be linked to other metrics.

18.2.5 Train managers to use focus groups to 'keep a finger on the pulse' of retention concerns. Design and implement short evaluation questionnaire to ensure strategy is being actively adhered to.

18.2.6 Link these metrics to the performance management system.

19. DISPUTE RESOLUTION MECHANISM

19.1. Disputes that concern allegations of unfair discrimination must be resolved in terms of Section 10 of the Employment Equity Act. This section requires disputes to be referred, within six (6) months, to the Commission for Conciliation Mediation and Arbitration (CCMA).

19.2. The CCMA must attempt to resolve the dispute through conciliation. If the dispute remains unresolved, any party may refer the dispute to the Labour Court for adjudication or all the parties to the dispute may consent to arbitrate the dispute.

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20. REVIEW OF THE POLICY

The policy will be reviewed and amended in line with future legislative promulgations and collective agreements. The development of this Policy is a dynamic process and that it may require revision from time to time.

21. PROCEDURE FOR IMPLEMENTING THE POLICY

There will be no separate procedure for implementing this Policy as these will be incorporated into the daily happenings of line managers in the department. It is therefore critical that all line managers familiarise themselves with the contents of this Policy. Human Resource Practitioners and Line Managers will be held accountable for the non-implementation of this Policy in their respective areas.

22. CONCLUSION

22.1. Employee retention is a critical issue in the Department of Cooperative Governance and Traditional Affairs. This Policy needs to be adopted and implemented to retain valuable employees. Employee retention is a management issue, and all managers should accept their responsibility in this regard.

22.2. Considering a variety of factors and circumstances that may have an influence on employee retention, it is not easy to pinpoint specific circumstances and methods that could be regarded as standard components for a successful retention strategy.

This Policy must therefore be adjusted frequently to ensure that it stays relevant.

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23. VERSION CONTROL AND CHANGE HISTORY

Version Control	Date Effective	Approved By	Amendment
Start from	YYMMDD (the date the policy takes effect	Contact person – full name & title.	Include any superseded procedures and what the amendment is to the document.
2010	2010-03-19	Hon. Sicelo Gqobana (MEC)	
2017		Hon. Fikile Devilliers Xasa (MEC)	**THE CONTEXT OF ATTRACTION AND RETENTION POLICY** The attraction and retention of all employees and specifically from designated groups is a key challenge for the department and has been included in the Employment Equity Plan as a legitimate and credible Affirmative Action measure. As a matter of fact, the department has a demand of 1683 employees with a supply of 1342 and a vacancy rate of 20%. **Public Service Regulations, 2016 [Chapter 3, part 2 (3)]** makes provision that a salary and/or salary level for a post or an employee can be set above the minimum notch of the

			salary level indicated or level than usual if necessary to recruit or retain an employee with the necessary competencies. **REVIEW OF THE POLICY** The policy will be reviewed and amended in line with future legislative and collective agreements promulgations. The development of this policy is a dynamic process and that it may require revision from time to time.
2022		Hon X.E. Nqatha	**DEFINING STAFF AND RETENTION** Recruitment strategy to include full implementation of the OSD requirements to all qualifying professional staff members appointed to posts reserved for registered professional officers including SMS Members **FOCUS OF THE ATTRACTION AND RETENTION POLICY** 11.2.1 High Impact Leavers c) Technical fields such as Town Planners, Land Surveyors, Engineers, GIS Professionals and Property Valuers. **IMPROVED RECRUITMENT AND SELECTION STRATEGIES**

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			The appointment of interview panel members who have adequate knowledge and exposure to the expectations required for candidates to qualify for the post.
			TERMS AND CONDITIONS OF EMPLOYMENT
			Such flexibility to be indicated in the advertisement as well to attract experienced candidates
			ALIGNMENT WITH OSD REQUIREMENTS
			For each post an Executing Authority shall establish a job description and a job title that indicate, with appropriate emphasis on service delivery:
			The main objectives and functions of the post (s) in question and
			The inherent requirements of the job".
			To assist the Executing Authority in designing a job and career path linked to a salary scale, the Minister may determine a system of remuneration of an occupational category for which OSD has not been determined and occupational clarification system (OCS)".
			This corresponds to the requirement of Regulation 42 of the Public

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			Regulations, 2016 which says, "the Minister may determine an OSD for Specific occupational category".
			An Executing Authority shall link all posts in his or her department as contained in a remuneration system to a occupation listed in the OCS".
			In view of the above, both the Minister and the Executing Authority have the vital role to play in the implementation of OSD in relevant departments and the determination of the OSD for a specific occupational category depends on the main functions (KPAs) of the posts and the requirements of the job which are determined by the departments.

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