

## LESEDI LOCAL MUNICIPALITY



## SKILLS RETENTION POLICY

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## **1. INTRODUCTION**

- 1.1 The Municipality values its staff members and recognises their vital contribution to its success.
- 1.2 The Municipality acknowledges the value of retaining employees within the municipality, especially employees with valued or needed skills or experience in critical fields.
- 1.3 The municipality recognises that in order to retain staff, it is necessary to create an environment which in which staff members are not only allowed to succeed in their jobs, but also to grow and achieve their aspirations.
- 1.4 The Municipality has, therefore, adopted this policy which is calculated to establish, to develop and to sustain such an environment.

## **2. OBJECTIVE OF POLICY**

The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality so as to enable the Municipality to fulfill its functions.

## **3. APPLICATION OF POLICY**

This policy applies to all employees of the Municipality

## **4. GOALS**

- 4.1 This policy is predicated on the achievement of 7 different but related goals, namely:
  - 4.1.1 Increasing trust between management and staff;
  - 4.1.2. Ensuring adequate resources for workload;
  - 4.1.3 Hiring competent people;
  - 4.1.4 Creating a learning environment;
  - 4.1.5 Improving the flow of information;
  - 4.1.6 Identifying and addressing, on an ongoing basis, the causes of staff losses;
  - 4.1.7 Retaining the services of staff deemed to be critical to the operation of any aspect of the operation of the Municipality.
- 4.2 The achievement of these goals is considered to be vital for the attaining the objective referred to in 2 above.

## **5. INCREASING TRUST BETWEEN MANAGEMENT AND STAFF**

5.1 The principles which guide the achievement of this goal are as follows:

5.1.1 The Municipality shall promote the development of credible and effective leaders who can create the conditions in which the people they lead can thrive.

5.1.2 The municipality shall encourage regular communications at all levels. It is important for management to be informed about the concerns staff have regarding their working relationships with management. Of particular importance are the desires of staff to be taken seriously for their contributions to the organisation, to be responded to in timely manner, to learn about the activities of the departments they serve, and to increase the opportunities for dialogue and exchange of information between management and staff.

5.1.3 The municipality shall create a climate of responsibility for individuals charged with providing leadership.

5.2 In furtherance of the above principles, the Municipality shall:

5.2.1 Ensure that all persons appointed to positions of leadership are suitably qualified for those positions, in terms of formal qualifications, experience, integrity and leadership ability; and where appropriate, to encourage and reward existing staff who are so qualified, including by means of promotion;

5.2.2 Promote the establishment, at both departmental and general levels, of staff forums at which concerns, grievances and suggestions may be aired and debated;

5.2.3 Allow individuals in leadership positions the necessary latitude and authority to carry out their duties; and to take appropriate action in relation to those persons who, having been given such latitude and authority, fail to exercise them properly.

5.3 It is intended that the achievement of this goal will result in greater levels of trust between staff and management by ensuring that management are able to provide sound, informed leadership, and by providing staff with a means of conveying their concerns and attitudes regarding the workplace; it is intended that this in turn will lead to greater confidence and trust in the organisation by staff.

## **6. ENSURING ADEQUATE RESOURCES FOR WORKLOAD**

6.1 The principles which guide the achievement of this goal are as follows:

6.1.1 All staff members should, having regard to the availability of funds, be provided with such resources as are appropriate and sufficient to enable them to carry out their duties efficiently;

6.1.2 All staff members shall be permitted to articulate their needs as far as resources are concerned for purposes of budgeting;

6.1.3 Staff resource needs should not be the last claimant on available funding. They should be funded in partnership with other municipal requirements, and should be given the priority they deserve, having regard to the role played by staff in ensuring the Municipality's obligations regarding service delivery.

6.2 In furtherance of the above principles, the Municipality shall:

6.2.1 Ensure that all department heads shall regularly consult with their staff as to their resource requirements, and ensure that each staff member is provided with such resources as may be necessary to comply with the principle set out in 6.1.1, including computer software and hardware, office accommodation and furniture, stationery and communications devices: provided that only such resources as are strictly or genuinely required need be so provided;

6.2.2 Establish a consultative mechanism whereby staff resource needs may be communicated for purposes of budgeting;

6.2.3 Ensure that, for budgeting purposes, staff resource needs are given due priority so as to enable the municipality to fulfill its obligations regarding service delivery;

6.2.4 Provide incentives to departments and individual staff members to implement new organisational and work models for more efficient use of existing resources.

6.3 It is intended that the achievement of this goal will make for a more acceptable working environment for staff and allow them to focus on performing their roles, which in turn will lead to greater job satisfaction.

## **7. HIRING COMPETENT PEOPLE**

7.1 To achieve this goal the principles contained in the Council's Recruitment, Selection, Appointment, Orientation and Induction Policy shall be followed.

7.2 The staff complement should be maintained at such levels as are required for purposes of the Municipality fulfilling its statutory obligations.

7.3 It is intended that by ensuring that competent people are hired in the first place, they will be able to perform their jobs better, be more confident about their work and pass on their skills to others, thereby giving rise to greater job satisfaction and creating circumstances where staff are less likely to leave.

## **8. RETAINING THE SERVICES OF CRITICAL STAFF**

The Municipality may, from time to time, declare certain Posts or the occupants of those Posts to be critical to the operation of any aspect of the Municipal undertaking and, in order to retain the services of the incumbent of the Post or Posts concerned, may grant special skills allowances or benefits to the occupant concerned.

## **9. CREATING A LEARNING ENVIRONMENT**

9.1 The principles which guide the achievement of this goal are as follows:

- 9.1.1 Staff are best able to serve the Municipality, and are more secure, confident and content in their jobs, if they are armed with the knowledge appropriate to their jobs.
- 9.1.2 It is essential that every member of staff be kept apprised of developments in the field in which he or she operates.
- 9.1.3 All other things being equal, the Municipality is best served by staff who are highly qualified.
- 9.1.4 An investment in staff training, provided that it is appropriate, is money well spent.
  
- 9.2 In furtherance of the above principles, the municipality shall, within its financial constraints:
  - 9.2.1 Provide the opportunity to suitably promising staff to enhance and refresh their knowledge by means of attending training courses;
  - 9.2.2 Encourage staff to further their studies at their own expense on a part-time basis;
  - 9.2.3 Ensure that the budget contains provision for training and knowledge enhancement.
  
- 9.3 It is intended that the achievement of this goal will allow staff to improve their competencies, and thereby improve their prospects of advancement, which in turn will lead to greater job satisfaction and reduce the chances of staff leaving.
  
- 9.4 Nothing in this section shall, however, be construed as encouraging the indiscriminate attending of workshops and courses. Accordingly:
  - 9.4.1 Staff attending such courses and workshops must be carefully selected (on, amongst other grounds, their ability and willingness to communicate the knowledge gained to other staff members);
  - 9.4.2 The usefulness of any course or workshop must be carefully evaluated before having any staff members attend it; only those courses and workshops which provide a clear and definite benefit should be attended;
  - 9.4.3 It must be kept in mind that despite the advantage of attending courses and workshops, this must not be done at the expense of staff's normal duties.

## **10. IMPROVING THE FLOW OF INFORMATION**

- 10.1 The principles which guide the achievement of this goal are as follows:
  - 10.1.1 In order for a person to be a committed, useful member of the Municipality, he or she should be informed, at an appropriate level, of the objectives, strategies, principles and policies guiding the Municipality, the processes which constitute its operations, and the events and circumstances which influence its activities and direction;
  - 10.1.2 It is therefore appropriate and necessary for staff of the Municipality to have access to and be provided with such information;
  - 10.1.3 In addition to performing their normal duties, staff may make a useful contribution to the success of the Municipality by conveying ideas to management.
  
- 10.2 In furtherance of the above principles, the Municipality shall:
  - 10.2.1 Ensure that meetings of staff are regularly held at which the information referred to in 10.1.1 is conveyed to staff, and at which an opportunity for debating such

- information is permitted; and that news of important events concerning the municipality is conveyed to staff by means of e-mail and notices;
- 10.2.2 Ensure that methods are put in place to enable staff to convey ideas and suggestions regarding the management of the Municipality.
- 10.3 It is intended that the achievement of this goal will result in a feeling of inclusiveness amongst staff, an understanding of the objectives and values of the Municipality, and the development of a shared vision; this is intended in turn to lead to a greater inclination on the part of staff to remain with the Municipality.

## **11. IDENTIFYING AND ADDRESSING THE CAUSES OF STAFF LOSSES**

- 11.1 The principles which guide the achievement of this goal are the following:
- 11.1.1 Notwithstanding the application of general measures (such as those set out in 5 to 10 above) to retain staff, such staff retention cannot be assured in the absence of measures aimed at identifying and dealing with particular causes of staff losses;
- 11.1.2 Accordingly, the specific causes of staff losses will be continually identified and action be taken to rectify them.
- 11.2 In furtherance of the above principles:
- 11.2.1 The committee referred to in 12 (“the committee”) shall on an ongoing basis:
- 11.2.1.1 examine the phenomenon of staff losses in the Municipality;
- 11.2.1.2 endeavour to ascertain the causes of such losses;
- 11.2.1.3 make recommendations to the Municipality regarding methods of preventing such losses;
- 11.2.2 In the event of any staff member resigning, the Manager: Human Resources shall, if such staff member is agreeable, conduct an exit interview with such member in order to determine the reason for his or her resignation and report his or her findings to the committee.
- 11.2.3 If the staff member is not agreeable to being interviewed by the Manager: Human Resources, or if the Municipal Manager is in any event of the opinion that it is advisable to do so, the Municipal Manager may appoint an independent person not employed by the Municipality to conduct such interview, and such independent person shall then report his or her findings to the committee.
- 11.3 It is intended that the achievement of this goal will result in a better understanding of the causes of staff losses, and provide a mechanism for recommending methods of preventing such losses.

## **12. STAFF RETENTION COMMITTEE**

- 12.1 The Municipal Manager shall establish a committee consisting of the Executive Manager: Corporate Services (who shall be its chair) and at least two other Senior

Managers of the Municipality, which committee shall be known as the Staff Retention Committee.

12.2 The Municipal Manager shall in consultation with the Executive Manager: Corporate Services determine procedures for the conduct by such committee of its meetings, activities, business and proceedings.

12.3 The role of the committee shall be to:

12.3.1 perform the functions referred to in 11.2;

12.3.2 keep statistics on staff losses, which statistics shall included the names of staff resigning, the posts held by such staff, the duration of service, the reasons for resignation and the impact of such resignation on the effectiveness of the municipality;

12.3.3 review this policy at least annually and make recommendations regarding amendments thereto;

12.3.4 assess the risk of losing any particular staff member or group of staff members, and making recommendations to the head of department concerned or the Municipal Manager regarding the prevention of such loss;

12.3.5 make recommendations and provide advice to the Municipal Manager and Department Heads regarding the implementation of this policy;

12.3.6 develop guidelines for use by managers regarding performance encouragement, morale boosting and the like in relation to their staff.

### **13. RESPONSIBILITY FOR IMPLEMENTATION**

The Municipal Manager shall be responsible for implementing this policy; provided that he may delegate in writing any or all of his duties hereunder to any senior manager of the Municipality.

### **14. COMMENCEMENT**

The Lesedi Municipal Council adopted Skills Retention Policy in its meeting held on the ..... of \_\_\_\_\_ 2013.

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Mr. A Makhanya

Municipal Manager

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Date: