

# WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY



## SKILLS RETENTION POLICY

Approved by the COUNCIL on:

13 May 2022

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## 1. PREAMBLE

The Winnie Madikizela Mandela Municipality values the contribution of all its employees, the retention policy shall only apply to selected categories of employees. Retention policy is aimed at retaining employees who wish to stay with the Municipality and not look for employment elsewhere.

The Retention policy does not involve just the awarding of higher salary but also involved actions to promote an enabling environment and a satisfied workforce.

## 2. DEFINITIONS

- 2.1. **Scarce Skills:** means skills that are needed to realise 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.
- 2.2. **Critical/Valued Skills:** means those scarce 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.
- 2.3. **High-risk Skills:** means 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.
- 2.4. **Proactive Retention Strategies:** means those strategies applied to attract people to the Municipality and retain those who are already employed.

## 3. LEGAL FRAMEWORK

- 3.1. Labour Relations Act, 1995, (Act 66 of 1995)

- 3.2. Basic Conditions of Employment Act, 1997, (Act 75 of 1997)
- 3.3. Employment Equity Act, 1998, (Act 55 of 1998)
- 3.4. Local Government : Municipal Structures Act, 1998, (Act 117 of 1998)
- 3.5. Local Government : Municipal Systems Act, 2000, (Act 32 of 2000)

#### **4. OBJECTIVES OF POLICY**

- 4.1. The purpose of this policy is to outline the mechanisms, tools and strategies that can be applied within the municipality in order to retain critical, scarce and high risk skills, whichever is applicable. The primary emphasis of this policy is to ensure that the Municipality proactively retains employees to ensure that the Municipality has the best, well trained and suitable employees occupying key positions within the municipality at all times.

#### **5. SCOPE OF POLICY**

- 5.1. This policy is applicable to all permanent employees of the Winnie Madikizela Mandela Municipality regardless of job title or salary level, race, gender and physical abilities.
- 5.2. Employee nominated for retention should have proven consistent above-average performance in his/her most recent assessment.
- 5.3. Employee must not have records of serious misconduct.

#### **6. PRINCIPLES OF RETENTION POLICY**

- 6.1. 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 local government. In situations where the provisions contained herein may be deemed to be contradictory or to be in conflict with these directives and prescripts, this policy shall not be applicable.

- 6.2. It is expected that the provisions contained herein will be implemented in good faith and as such any requests or decisions made in line with this policy will need to stand this test.
- 6.3. The decision to retain staff will be dependent on the proven abilities to possess critical, high-risk, or scarce skills of the relevant employee. To this effect, the outcomes of the performance management process will be critical in approving in the proper application of this policy.
- 6.4. All decisions to retain staff will be made at the discretion of the municipal manager.
- 6.5. This policy shall compliment all relevant interventions that are implemented within the municipality to ensure that it becomes an employer of choice.

## 7. RETENTION STRATEGIES FOR TARGETED CATEGORIES

- 7.1. **Proactive Retention Strategies:** are applied to attract people to the Municipality and retain those who are already employed, especially those whose skills are crucial to the Municipality: The strategies to be employed by the Municipality are:
  - 7.1.1. **Learnerships:** relevant Managers may utilize learnership to provide training to team members who do not have the necessary qualification to execute his/her duties. On completion of training a Learner will be issued with a certificate of competency. Corporate Service department shall be responsible to provide line functionaries with necessary technical support.
  - 7.1.2. **Study Assistance:** the Municipality shall provide Study Assistance in terms of Skills Development policy.
  - 7.1.3. **Skills Programmes/Short Courses:** are the short courses to enable employees to execute their duties satisfactorily which emanates from the Municipality's WSP. The Manager shall report to the Skill Development Facilitator on the impact of the training provided in

enhancing the knowledge and/or skills in contributing towards effective service delivery and obtaining objectives of the Municipality.

- 7.1.4. **On-the-Job Training:** relevant Managers shall provide on-the-job training to assist employees to meet identified job-related needs. This kind of training is conducted and evaluated by the Manager in the work environment, usually on a one-on-one basis in the course of performing the job.
- 7.1.5. **Multi Skilling:** all Managers shall ensure that employees are exposed to multiple skills whilst performing their daily duties; this will result in job-satisfaction. Multi skilling shall also include lateral exposure.
- 7.1.6. **Mentorship/Career Management Program:** this is to prepare the employee for equal competition with his/her counterparts for a higher position. Further it is to equip employees with potential, necessary skills and expertise to progress to the Management level of the Municipality.

## 8. REACTIVE/COUNTER-OFFERS:

- 8.1. Refer to those interventions when an employee is leaving the Municipality. The Municipal Council in consultation with the Municipal Manager, in respect of Senior Manager shall set a salary package for an employee;
- 8.2. Counter- offers shall consider offering favorable (positively adjusted) remuneration packages as a mechanism to proactively retain staff.
- 8.3. In the case of Senior Management members shall be made by the Municipal Council in consultation with the Municipal Manager.
- 8.4. In the case of junior officials not exceed the maximum salary notch of the next scale be made prior to the beginning of next financial year or else when this may be deemed to be appropriate.

- 8.5. A retention offer may only be made once a year on any salary level in respect of any employee.

## **9. MONITORING AND EVALUATING**

- 9.1. Senior Manager Corporate Service shall be responsible for monitoring and evaluating the implementation of this policy.
- 9.2. The Senior Manager Corporate Service shall in its periodic reports advise of:
- 9.2.1. the level of compliance to these provisions;
  - 9.2.2. the return on investment; and
  - 9.2.3. the impact on service delivery and improvement in overall performance standards as a result of the Talent Retention interventions.
- 9.3. This policy must be monitored against the changing provisions of labour laws and the Local Government Main Collective Agreement.

## **10. PROCEDURAL CYCLE**

- 10.1. The process of identifying scarce, critical and high-risk skills shall be undertaken at least once a year.
- 10.2. Senior Managers shall play a key role in this process, as they will be required to facilitate discussions (within their respective Departments) aimed at identifying scarce, critical and high-risk skills.
- 10.3. Corporate Services shall assist Senior Managers by conducting periodic reviews and analyses to identify labour market trends, staff attrition trends as well as to determine reasons why some critical resources choose to stay with the municipality and the circumstances under which they shall remain within the municipality.

## 11. POLICY REVIEW AND REPORT

11.1. The policy document shall be reviewed annually and/or when deemed necessary especially if there is a change in Collective agreement or legislation and submitted as part of the budget approval process.

Signed on the 22 day of 06 2022



MUNICIPAL MANAGER