A Better Place for All

DR. NKOSAZANA DLAMINI-ZUMA MUNICIPALITY

ATTRACTION AND RETENTION POLICY

Date Approved:	29 May 2025
Date Effective:	**2025-2026**

1. PURPOSE

The purpose of this policy is to ensure effective and efficient employee Attraction and Retention.

2. SCOPE OF APPLICABILITY

The policy is applicable to all officials of the DNDZ Municipality regardless of salary and occupational levels, race and gender who are appointed in terms of the Municipal Systems Act.

3. DEFINITIONS

3.1 **"Employer"** means the DNDZ Municipality

3.2 **"Employee"** means a person employed by the employer to carry out certain duties and responsibilities in return for remuneration.

3.3 **"Council"** means the council of DNDZ Municipality.

3.4 **"DNDZ"** means the Dr Nkosazana Dlamini-Zuma Municipality

4. LEGAL FRAMEWORK

Municipal Systems Act No 32 of 2000
Labour Relations Act 66 of 1995
Skills Development Act No 97 of 1998
Employment Equity Act No 55 of 1998
Municipal Finance Management Act No 56 of 2003

5. POLICY BASELINE ON ATTRACTION

Recruiting and retaining potential staff is one of the important processes undertaken by the Corporate Support Services on behalf of the Municipality to ensure that the organization has the right number of staff, the right kind of staff, at the right time and place with the right skills performing what is economically essential for the municipality to attain its Integrated Development Plan's objectives and goals.

Without skilled staff, it will not be possible to provide the services the Municipality is mandated to deliver in terms of the Constitution and the Integrated Development Plan. As a result, this policy has been developed to guide the line managers and human resource section in attracting and retaining key staff members. This Policy must be read in conjunction with the Recruitment and Selection Policy, Employment Equity Plan, Education, Training and Development Policy, and HR Strategy.

6. POLICY BASELINE ON RETENTION

Staff retention is keeping key employees within the Municipality. It involves a range of leadership and human resource practices, such as attracting employees to join the organisation through recruitment strategies and keeping those who are already employed, especially those that possess scarce and critical skills that are difficult to obtain from the labour market which is crucial to the organisation.

7. PRINCIPLES

Some employees have skills that are of critical importance to the Municipality without which service delivery will be seriously jeopardized.

Staff retention is directly influenced by the quality of six components of human resource management:

- Human Resource Planning, Recruitment and Selection
- Human Resource Development
- Compensation and benefits
- Employee and Labour Relations
- Health and Safety
- Employee Performance Management

The better each of these is managed, the more likely staff will be attracted and retained within the Municipality and less likely leave the Municipality. Staff attraction and retention also has a strong focus on the psychology of employees and how motivated employees are. The more compatible the Municipality's goals to the employee's expectations and personal preferences, it is more likely that the employees will be retained. Employees must see their work as worthwhile and important; they must see themselves as personally accountable for their performance outcomes and task execution, and they must be given feedback about their performance and the quality of their work.

8. RETENTION STRATEGIES

Skills must be classified according to the Local Government SETA's scarce and critical skills list as well as the Municipality's Human Resource Plan to be able to identify scarce and critical skills to be attracted and retained. Classifying skills is therefore a key step in ensuring a focused and cost-effective retention strategy.

8.1 Skills to Be Retained

a) Scarce skills

Individuals with scarce and critical skills need to be prioritized for staff retention purposes to attain the following.
• The service delivery needs of the Municipality; and
• The Municipality's constitutional mandate.

The scarce skills being those skills that are available in limited numbers or in shortage yet they are essential to enable the attainment of the Municipality's goals and objectives, and are also difficult to recruit and expensive to replace.

Scarce skills are identified annually by line departments and Human Resources Section through the following:

- *Analysing staff turnover;*
- *Workplace Skills Plan*
- *Considering acquisition trends in a particular job category or Geographical area;*

b) Critical skills

Critical skills being those skills which are not scarce skills which anyone or more valued employee possess and that employee contributes positively to the Municipality and whose loss would have a negative impact on the Municipality's ability to pursue and attain its goals. These skills are identified by looking at each employee's performance evaluations and the role they perform in the Municipality.

c) High-risk skills

High-risk skills being those skills that are possessed by an employee/ employees who are likely to leave soon. These include employees who are on fixed term contract, those whose fixed term contracts are about to expire, those who have indicated that they would like to leave the Municipality within three (3) months, and those who are demotivated and may have reached a career ceiling.

8.2 Interventions to Retain Staff

Effective staff retention practices will involve a combination of human resources practices including recruitment/ selection and placement, career management, rapid progression, skills development, performance management, better conditions of services, effective leadership (motivation, communication, mentoring and coaching by line managers):

a. Targeting employees in a particular skills group and under specific circumstances; and
b. That are simultaneously carried out with a variety of human resources and leadership practices (as listed above).

The following are interventions to retain staff within the organisation:

a) Link staff retention with an effective Recruitment and Selection processes

b) Link staff retention with an effective induction process

c) Integrate an employee development into retention strategy

d) Align competencies with job requirements

e) Career pathing

f) Recognise and award employees who are high performers and value creators within the Municipality

g) Effective leadership

h) Conduct exit interviews

i) Performance Management

j) Remuneration/Counter Offer
This is an offer made in response to another offer, its employer's bid to keep high-performing employees of those classified as having scarce skills from leaving the employment.
Once the employee has handed his/her notice of termination or rather than the employee with the above-mentioned skills leaves or intends to

leave the municipality and is still needed within the municipality, the employer must do the following;

The employer can make a counteroffer for the following by;

- Determines the current salary scale of that employee
- Move the current salary notch to a closer match with a proposed offer but it should be within the same task grade.

8.3 Situational Factors

A non-conducive work environment leads to unhappy employees at work and makes other jobs an option for them. In order to retain staff, management must create a conducive work environment, taking into consideration the following:

a) Employee morale;
b) Motivation;
c) Provision of strategic direction;
d) Leadership and communication;
e) Positive work challenges;
f) Employee's empowerment;
g) Appropriate organizational structure;
h) Employee Assistance and Wellness; and
i) Workplace health and safety;

9. INTERVENTIONS FOR STAFF

In addition to the general interventions listed above, the following methods should be used for specific groups of employees:

(a) Middle Management

Mentorship and coaching programmes are appropriate for middle management and other staff.

Management development programmes for senior and middle managers (that continuously re-focuses and renew their skills) should form part of annual workplace skills plans. These programmes should be owned by the most senior line executive and managed by the human resource component. They could provide training on the key executive or senior management competencies that are required and could allow for interventions designed for each specific manager.

(b) Talented Employees

Talented employees are usually highly sought after by other municipalities and other public sector institutions, as a result, special care must be taken to manage their work and careers, and accelerated development programmes

(supported by dynamic mentorships systems) should be considered for them. These programmes should include:

- Job rotation and exposure to a variety of functions;
- Special assignments with greater responsibilities;
- Partnership in project teams;
- Provision of ongoing access to training that should support work performance and career development;
- Study Assistance can also be granted to employees to improve their level of education in terms of Study Assistance Policy;

10. ROLES AND RESPONSIBILITIES

It is essential for human resource component and Line Managers to work together on people management issues including recruitment, selection, placement, maintaining discipline and handling grievances, performance assessment and evaluation as well as staff retention.

HUMAN RESOURCES SECTION	LINE MANAGERS
To establish appropriate policies, procedures, and systems for human resource management.	To have input in the development of policies To apply human resource policies, procedures, and systems fairly and consistently to all employees.
To translate the Municipality's business strategy into a human resource strategy.	To motivate employees and create an enabling environment for employees to perform
Develop and Implement an effective Human Resource Plan	Develop and Implement an effective Human Resource Plan
To analyze staff movement trends and identify high-risk employees or occupations for Line Managers	To identify positions and/or occupations where sudden departures would derail strategic objectives or have an immediate negative impact on operations
To facilitate the provision of training and other support to Employees	To identify and motivate individual employees to attend training
To consistently analyze skills demand and supply trends in the labour market	To consistently analyze skills demand and supply trends in the labour market
To perform constant skills audits within the municipality	To empower employees through effective delegation
Identify scarce and critical skills within the municipality	
To develop and implement diversity Management	
Develop focused retention programs	To implement staff retention strategies
To develop a PMS policy framework	To give employees challenging work

11. MONITORING

This policy will be monitored on a quarterly basis by the Human Resource Section component, which will report its findings to the senior management (Corporate Support Services). The policy will be evaluated within a twelve-month period in line with the IDP Review jointly by the Human Resource Section and senior management (Corporate and Support Services and other Senior Managers).

12. REVIEW OF THE POLICY

The policy will be reviewed as and when required taking into cognizance of the annual IDP Review.

13. COUNCIL APPROVAL AND EFFECTIVE DATE

Approval of Policy by Council and Effective date: -------------------

MUNICIPAL MANAGER

29/05/2025
DATE