



Main Street
Creighton, 3263
P.O Box 62

Creighton 3263

Phone: +27 39 833 1038
Fax: +27 39 833 1179
Email: mailbox@ndz.gov.za

www.ndz.gov.za

A Better Place for All

DR. NKOSAZANA DLAMINI-ZUMA MUNICIPALITY

ATTRACTION AND RETENTION POLICY

Date Approved:	28 May 2026
Date Effective:	2026-2027

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

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.

The employer can make a counteroffer by;

- Determining 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;

11. MONITORING

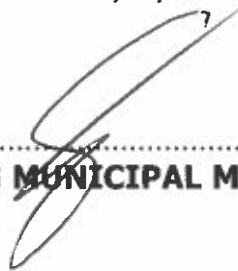
This policy will be monitored on a quarterly basis by the Human Resource Section component, which will report its findings to the senior management (Corporate Support Services). The policy will be evaluated within a twelve-month period in line with the IDP Review jointly by the Human Resource Section 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: 01/07/26

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ACTING MUNICIPAL MANAGER

28 May 2026
DATE