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# **CAREER MANAGEMENT and RETENSION POLICY**

**Council Resolution CR164-17/05/2024SP**

### **Object**

To stimulate and manage the working environment for career management and retention of skilled personnel.

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## **1. PREAMBLE**

The Municipality has observed with concern the rate at which staff members are exiting the Municipality. Such a phenomenon has a potential to frustrate efforts towards the achievements of the Municipality's objectives as outlined in the Strategic Plan of the Municipality.

The municipality needs to ensure that the above situation is addressed. For example, it has been observed that certain specific occupational categories are highly characterized by resignations of staff due to a variety of reasons such as lower salaries, career advancement, Management practices, general working conditions, etc.

In addition, notwithstanding the fact that the municipality does assist its employees to achieve some tertiary qualifications, and there are those employees who pursue those qualifications at their own expense, it has also been observed that no follow-up is made by the municipality to ensure that the employees are correctly placed and effectively utilised after the completion of their studies.

All the above anomalies and /or omissions have to be addressed by the municipality if it is to retain and attract competent staff from the labour market. This Policy document seeks to address the problem of an exodus of key staff members whose services are regarded as critical to the achievement of municipality's mission.

## **2. OBJECTIVES**

- (a) To ensure a conducive and harmonious working environment for employees throughout the Department.
- (b) To attract and retain competent staff
- (c) To retain key staff members whose services are regarded as mission critical
- (d) To identify the individual's potential for assuming a higher degree of responsibility
- (e) . To help develop a skills base for succession planning
- (D To ensure career development for staff
- (g) To ensure career development and the retention of key staff members whose services are mission critical

## **3. MANDATES / LEGISLATIONS**

- (a) Recruitment and Selection Policy — Department of Local Government and Housing
- (b) Employment Equity Act 55, 1998
- (c) Job Evaluation Policy — Department of Local Government and Housing
- (d) Performance Management Policy — Department of Local Government and Housing
- (e) Affirmative Action and Employment Equity Plan — Department of Local Government and Housing
- (f) Intergraded Training and Development Policy — Department of Local Government and Housing
- (g) Skills Development Act 97, 1998
- (h) Bursary Policy— Department of Local Government and Housing
- (i) Strategic Plan of the Department
- (j) Public Service Act, 1994
- (k) Labour Relations Act, 1995

(1) SALGABC Collective Agreements

#### **4. PRINCIPLES**

- (a) Posts that require scarce skills shall be identified
- (b) The executing authority or his/her delegate shall utilize his/her discretion to determine the appropriate salary level for employees whose services are considered critical for the Department's mission.
- (c) Job evaluation outcomes shall serve as the basis to determine the salary levels of posts.
- (d) The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance Management System.
- (e) The culture of creating and sustaining a pleasant and humane working environment where employees are given a chance to thrive.
- (D) The potential and reasons for leaving the Department shall be determined by conducting exit interviews and staff morale assessment surveys.
- (g) The career development plan should by no means be construed to be creating expectations for either promotion or monetary rewards.
- (h) Information about the employee's career path should be kept confidential and under no circumstances should it be conveyed to other employees. However, the employee should be reasonably informed about their performance status in the organisation and can generally but not specifically be informed about their career prospects within the organisation.

#### **5. DOCUMENTS**

- (a) Exit interview form.
- (b) Career development form
- (c) Performance Appraisal Reports

#### **6. SPONSOR/RESPONSIBILITY**

- (d) The Director Corporate Services together with Manager: Human Resource Management will be the sponsors and the drivers of the Career Development and Retention Strategy for all the employees
- (e) All information obtained in the completed forms shall be kept confidential
- (D) Human Resources Management will keep the records of all employees on the career development programme

#### **7. RETENTION AND RECRUITMENT OF STAFF**

##### **(1) Internal Advertising of Posts**

- (a) Posts below the Divisional Managers) that become vacant and available for advertising and filling shall be advertised in line with the Recruitment Policy.
- (b) Preference will be given to employees who meet the appointment requirements for the advertised post.

- (c) The Interviewing Panel shall recommend development areas of a candidate that demonstrate the potential to perform the functions of the post. The supervisor shall in the Performance Agreement include a Personal Development Plan of the new incumbent that will address the identified gaps.
- (d) Notwithstanding the above, the interview panel shall not be obliged to make a recommendation if there is no suitable candidate.

## **(2) External Advertising of Posts**

In line with the Recruitment and Selection Policy, posts at SR 12 and below shall only be advertised externally when:

- (a) No suitable internal candidate could be identified.
- (b) The filling of the post is aimed at achieving the goals as stipulated in the Municipal Employment Equity Plan.

## **8. THE INHERENT REQUIREMENTS OF THE POST MAKE IT CRUCIAL TO ENCOURAGE THE INFLOW OF NEW SKILLS.**

- (a) When the shortlisted candidates comprise of both internal and external candidates, the decision making process of the Interviewing Panel should take cognisance of the provisions of the Municipal Recruitment Policy.
- (b) In line with Municipal Systems Act, all Section 57 posts shall be advertised nationwide.
- (c) Broadening the scope and focus of the interviewing panel.
- (d) The main focus of the interviewing panel shall not only be on assessing and determining the relative suitability of candidates in terms of their competencies and potential but attention shall also be paid to addressing other critical factors that can lead to premature departure of newly appointed staff.
- (e) The panel shall provide full motivation of the envisaged strengths and weaknesses of on-the-job performance of each candidate.
- (D) Special attention must be given to representativity, ability to adjust in new work environment and value add to the organisation, over and above the requirements of the post.

## **9. JOB ROTATION WITH THE AIM OF MULTI-SKILLING**

- (a) Job rotation can serve as an important tool for achieving job satisfaction, making the job more challenging, enhancing skills and knowledge and ultimately assisting in employee retention.
- (b) Job rotation shall be implemented through "on the job" training by the relevant supervisor or manager.

- (c) Management shall rotate employees within their respective department however, care shall be taken to ensure consultation of employees first before embarking on job rotation so as to ensure buy in.
- (d) Rotation may last for a minimum of 6 months to 12 months for it to be meaningful, depending on the nature of the job.

## **10. ENHANCING THE CULTURE OF RECOGNISING POSITIVE EFFORT AND STAFF ACHIEVEMENT**

- (a) Measures to enhance positive attitude and improved employee productivity through implementation of non-monetary employee recognition schemes shall be inculcated as part of the management style and culture in the municipality.
  - (b) This shall be carried out through the presentation of awards such as "employee of the year" awards, "Secretary of the year" "Project Manager of the year " awards, "best performing department" best performing branch" among others, to be presented by the Municipal/Mayor or his/her delegate
  - (c) These awards shall be recognised by the awarding of certificates of achievement, which shall clearly state area of achievement and reasons for such an award.
  - (d) A special slot shall also be made available in the municipal newsletter with pictures and names of "Achievers of the month or year". A picture of the employee shall be posted in the foyer where such an employee works.
  - (e) These awards shall be regarded as prestigious awards and should therefore be awarded under special circumstances.
- (D) Clear criteria shall be worked out to indicate under what circumstances can such awards be given, such as the following:
- (i) Achievement of service delivery targets as per the PMS Policy and Memorandum of Understanding.
  - (ii) Continuously meeting or exceeding service delivery standards
  - (iii) Coming up with a good and innovative idea
  - (iv) Recommendation from internal colleagues and or external clients
  - (v) Motivation from supervisor, and so forth
  - (vi) Application of knowledge in scarce skills categories
- (g) In addition to the above it shall also be part of the management culture and style to ensure that employees are also congratulated informally as well, so as to ensure that their positive efforts do not go unnoticed.
  - (h) In this regard the Human Resource Management department together with Human Resource Management and Communication department shall set standardised criteria for the awarding of annual awards as well as for monitoring purposes.

## **11. WELL-STRUCTURED AND WELL-ORGANISED EXIT INTERVIEWS**

- (a) Exit interviews shall be perceived as a management tool aimed at interviewing employees that leave the municipality or about to leave the municipal so as to extract constructive and valuable positive or negative information that can be used to improve the situation and morale of the remaining staff with an ultimate objective of reducing staff turnover.
- (b) Such interviews shall be structured using the questionnaire which accompanies this policy.
- (c) Exit interviews change organisational threats into opportunities for improvement.
- (d) For exit interviews to be successful it is essential that the interviewee be given an unambiguous guarantee in writing that no information emanating from the exit interview shall be used against him/her. The information shall only be used for enhancing efforts towards attraction and retention of staff.
- (e) The Corporate Services Department shall facilitate the training of all supervisors throughout the municipality to conduct exit interviews, using the standardised questionnaire.

## **12. CONDUCTING EXIT INTERVIEWS**

- (a) All employees that have tendered resignations shall be interviewed before leaving the Department.
- (b) The purpose of the interview and indications of questions to be asked shall be made available immediately after the resignation to all interviewees. A suitable venue with no interruptions must be chosen
- (c) The interviewee shall exercise his/her discretion regarding who the interviewer shall be and not necessarily his/her supervisor
- (d) The interviewer shall compile a report with recommendations to Director Corporate Services.
- (e) The office concerned must ensure safekeeping of the report for monitoring according to the prescribed format.
- (f) The analysed reports shall be compiled for discussion by Management. Corrective steps where necessary shall be implemented.

## **13. ATTRACTING SCARCE SKILLS**

Granting of higher salary for purposes of making a counter offer or for attracting new employees

- (a) In the event of an employee, whose services are considered critical to the municipality, getting an offer from elsewhere, the executive authority or his/her delegate shall consider matching the said offer after full motivation has been submitted depending on the nature and level of the offer.

- (b) The counter offer should be within the salary level of the post occupied by the employee and should not be above or exceed the maximum notch of the salary level.
- (c) Scarcity of skills and [or the competencies that the said employee possesses, shall be the key guiding factor that informs the final decision of the management in this regard.
- (d) In order to attract new employees whose skills are critical to the municipal's mission, higher packages can be offered to the employee regardless of the current packages, after due consideration of all relevant factors.
- (e) In submitting to the relevant management for consideration, Human Resource Management shall take into account the prevailing market trends regarding the skills they want to attract.
- (D) The granting of higher salaries for the purpose of a counter offer or for attracting competent officials requires that the following measures also be taken into account :

#### **14. RECORDING OF ALL REASONS**

Full motivation for raising the salary must be recorded, and report compiled and submitted as required by the Municipal Remuneration Policy.

#### **15. EXPLORATION**

Evidence providing that all other possibilities to recruit and retain the relevant employees, such as considering the working environment and career pathing must be recorded.

#### **16. DEMONSTRATION OF FAIRNESS**

- (a) Demonstration that the decision will not create an anomaly or disparity compared to other employees.
- (b) The municipality will have to be able to justify the awarding of higher salaries to other employees with similar competencies and skills.
- (c) The principle of fairness and transparency must be adhered to.

#### **17. ABILITY TO ENSURE SUSTAINABILITY**

The Municipality must be able to demonstrate that it has sufficient budget funds for the MTEF, to sustain the increase.

#### **18. GREATER VALUE FOR MONEY**

- (a) The municipality must work in a manner that will provide greater value for money.
- (b) To that end, managers should reorganise work so that when an employee moves up a salary level her/his job increases in complexity and / or responsibility.
- (c) The above information must be included in the annual report and this implies that the municipality must develop substantially better information systems on salaries, upward mobility and retention strategies.



## **19. CAREER DEVELOPMENT AND SUCCESSION PLAN**

### **Succession Plan**

- (a) Each Department Director must compile a succession plan database, from the career discussion outcomes and this information must be in the custody of Human Resource Management and kept confidentially.
- (b) Managers and Supervisors must ensure that they identify key competencies to be developed in light of the identified succession plan.
- (c) Coaching and mentorship programmes should be facilitated by all respective managers.
- (d) Employees identified for mentorship should be subjected to a clearly defined programme to assist them to acquire the necessary skills to assume higher responsibilities.
- (e) Succession planning will be based on above average performance of an individual employee over a sustainable period based on quarterly performance cycles.

## **20. HR REVIEWS**

- (a) Corporate Services Department will establish a Human Resource Committee (which will be chaired by Director Corporate Services) and will include representatives from other Department.
- (b) The main purpose of the review is to conduct and confirm employee classification that will assist the departments to conduct Human Resource reviews based on the succession plan.
- (c) The reviews shall involve managers to discuss the position of each employee and future career path and the final classification of the employees this Human Resource reviews will be done on annual basis.
- (d) This will assist in removing any bias that a supervisor might have when categorising employees.

## **21. RECRUITMENT AND SELECTION**

- (a) Whenever there is a vacancy, the succession plan list shall be utilised as a pool to identify possible candidates for shortlisting, however, employees and candidates will be encouraged to compete for positions - Posts at SRI and above will be advertised externally as per the prescripts.
- (b) Post at SRI and below will be advertised internally initially.

## **22. CLASIFICATION OF EMPLOYEES FOR CAREER DEVELOPMENT AND RETENTION PURPOSE**

- (1) Managers will be expected to indicate and categorize employees according to the following:
  - (a) High flyers - These are employees who are high performers as per performance management policy and are ready for promotion.
  - (b) Critical / Scarce / Hot skills - Employees with crucial rare expertise
  - (c) Potential for development - Employees with potential for development must be placed on an accelerated development program.

## (2) High Flyers

- (a) Employees categorised as a high flyers will be placed on the succession plan list, which will be utilised as a pool to draw from whenever vacancies arise.
- (b) Human Resource Planning will be the custodian of the succession plan list and will accordingly advise managers whenever a vacancy arises.

## (3) Potential For Development

- (a) Employees classified as "potential for development" will have a personal development programme aimed at specifically addressing and closing the skills gaps identified.
- (b) Once the programme has been completed successfully these employees can be moved to the succession plan list.

## 23. NEW EMPLOYEES - INDUCTION PROGRAMME

(1) Day One: All new employees must have a one-on-one orientation discussion with their immediate supervisor. The aim is to ensure that new employees are well received and all logistical arrangements are in place so as to ensure that they settle quickly into the new environment.

- (a) Also ensure that the new employee is properly introduced to staff and is assigned a peer who will provide the necessary support.

- (b) The induction checklist must be filled in by the supervisor and the new employee and should be placed in the personal file as per Orientation and Induction Policy.

(2) Day Two: Employee's responsibilities, expectations and objectives shall be discussed. This will ensure that the new employee fully understands at the outset what is expected from him/her.

- (a) Over and above the one-on-one induction with the supervisor, the new employee will attend a generic induction (orientation) within 3 months, where broad issues i.e. policies, procedures, organisational structure, vision, mission and values are presented and an opportunity to interact with other new employees in the organisation.
- (b) Copies of orientation reports will be kept by Human Resources Management to link with the Performance Management.

- (c) The induction checklist must be completed and signed by both parties.

- (d) A copy should be forwarded to HRM for the employee's file and for monitoring purposes.

### (3) Follow Up Discussion After Three Months

A follow up discussion shall take place after three months to establish how the employee has adjusted.

## **24. PERFORMANCE MANAGEMENT**

- (a) Each and every employee must have a Memorandum of Understanding / Performance Agreement, which is cascaded from the Annual Performance Plan and is valid for a period of 12 months.
- (b) The Memorandum of Understanding / Performance Agreement must indicate clearly, outputs to be achieved.
- (c) The output must be specific and measurable with clear time frames for achievement
- (d) The Memorandum of Understanding / Performance Agreement must be assessed every quarter as per PMS cycles.
- (e) The Memorandum of Understanding / Performance Agreement shall also indicate "enablers" i.e. the tools, skills, resources that the employees require to enable him or her to deliver on the expected outputs.
- (D) The score for the last quarters constitutes the final score of the year.
- (g) Based on the score the employee's performance will then be recognised and the employee will receive a performance incentive either a performance bonus or pay progression or both depending on available budget.
- (h) It is therefore expected that the performance management will feed into discussion on career path since the two are not mutually exclusive.

## **25. OTHER RETENTION STRATEGIES**

- (a) The municipality must consider the provision of stress management interventions from reputable service providers on a monthly or quarterly basis.
- (b) Special performance awards like the Departmental Performance Awards to be inculcated in the performance management system on a quarterly basis culminating to the end of the year function.
- (c) Identify high level performers and expose them to accelerated development training.
- (d) Allocate special projects of an increasing level of complexity and responsibility based on level of skills and competence demonstration.
- (e) Consider release from duty on special leave or sabbatical to engage in research related activities which will enhance the overall performance of the municipality.
- (D) Duration of special leave which will depend on the nature of research but should not exceed 1 month.

## **26. CAREER DEVELOPMENT DISCUSSION**

- (a) It is important to note that the Career Management and Retention Policy is an overarching policy and an embodiment of other HR policies.
- (b) It complements and supports other policy instruments in a holistic developmental manner.
- (c) All these policies must be implemented synergistically to achieve the desired results, from recruitment and selection to orientation and induction to performance management, skills development, career management and retention.
- (d) During career development discussion a composite picture of the employee should emerge from the various HR interventions that they have been subjected to, from the time they joined the municipality.

- (e) A comprehensive analysis of such information will provide a basis for a career development discussion aimed at enhancing performance thus ensuring retention.

## **27. POLICY IMPLEMENTATION AUTHORITY**

- (a) The Municipal Manager  
(b) Corporate Services Department.

## **28. POLICY AUTHORISATION AUTHORITY**

Council the principal source of authority

## **29. POLICY COMMENCEMENT**

The policy takes effect on the date of approval by Council.

## **30. POLICY AMENDMENT**

Only the Council may amend the policy.

## **31. ANNEXURES**

Any separate but relevant information that may be made available from time to time will be annexed into this policy and forms part of the integral policy.

## **32. INTERPRETATION**

In the event of any inconsistency between this policy and any other government legislation, such legislations prevail.

## **33. POLICY REVIEW**

To be reviewed as and when required, but within a cycle of five years.

## **34. TRANSITIONAL ARRANGEMENTS**

Anything which has been done in terms of any other policy prior to this one, and which may be done in terms of this policy, must be regarded as having been done in terms of this policy.

**SIGNED BY:**  
**CLLR ZITHA T**  
**MAYOR**

  
.....  
**SIGNATURE**

17/05/2024  
.....  
**DATE**

**Council Resolution No: CR164-17/05/2024SP**