

# GREAT KEI LOCAL MUNICIPALITY



## TALENT ATTRACTION AND RETENTION POLICY

**2023/2024**



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## **1. Introduction and background**

The Great Kei Local Municipality is located in the South Eastern part of the Eastern Cape Province with a population that has low level of education and lack of skills base amongst its challenges. The Municipality has to provide a range of services in order to deliver its mandate; some of these services require critical and scarce skills. The municipality has to compete with other employers in order to attract competent and experienced employees. The attraction policy seeks to address the current and possible future attraction and retention concerns.

The development of a talent attraction and retention policy is therefore critical as a result of the following

- Great Kei Local Municipality needs to ensure it has a continuous pool of talent employed and supply available to deliver its mandate in terms of the relevant local government function and services.
- In order to sustain a high level of service delivery it is important to examine the workforce to identify current skills shortages as well as anticipated shortages as a result of market forces internal changes and other factors.
- Scarcity of resources is identified and it is therefore necessary to develop a talent attraction and retention policy for the municipality as a whole that will ensure employees are retained within reasonable parameters.
- Having determined the extent of the turnover and identified the scarce and critical skill and difficulty of attracting suitable qualified candidates to the Municipality, there is a need to develop and implement a talent attraction and retention policy to address the issues identified.

## **2. Definition of talent attraction and retention**

Talent attraction and retention focuses on both attracting suitably qualified professionals whose skills are in demand in the employment market to join the municipality through focused recruitment strategies and keeping competent employees who are already employed, especially those whose skills are crucial for the service delivery. Staff attraction and retention involves motivating staff by covering both the psychological aspect of the employees, their perception, goals, behaviours and operational aspect attached to the job or task for which they were appointed.

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Talent attraction and retention need to be part of the day-to-day human resource management, which requires management's approach that takes all factors of human resource management and practices into account.

### **3. Purpose**

Recruiting people is not difficult, recruiting the right people is and retaining them is a continual challenge. Successful resourcing can secure a competitive advantage in the marketplace. The work environment and attitudes of the modern day employees have changed. Although most employees today are self-directed and willing to work hard, they want to do so on their own terms and expect development in the work environment.

Unlike in the past, where employees expected long-term job security and employment with dependence on their employer for career opportunities and income, people now tend to take personal responsibility for their career growth and advancement. For example, some people study part-time at their own expense, and may change jobs for a better remuneration in different organisation rather than wait to be promoted by their current employer.

Research shows that people no longer see loyalty in terms of the number of years spent with the employer, but rather in terms of the contributions, advancement and the value they add to the organisation during their period of employment. Because employees are mobile, employers are no longer expected to just ensure that they are looked after for life. Instead, employers need to manage employee turnover to ensure as little disruption in the workplace as possible and therefore talent retention needs to be seen as a strategic human resource intervention in this regard.

### **4. Legislative requirements**

The policy is based on the following legislations:

- Local Government: Municipal Structures Act, 1998 ( Act No 117 of 1998)
- Skills Development Act, 1998 ( Act No 97 of 1998)
- Employment Equity Act, 1998 ( Act No 55 of 1998)

### **5. The key principles of talent attraction and retention**

Talent attraction and retention is directly influenced by the quality of six components of the human resource management system:

- Human Resource planning, recruitment and selection;

- Optimal human resource utilisation
- Human resource development
- Compensation and benefits
- Employee and labour relations
- Safety and healthy

The better each of these is managed, the more likely staff will be attracted to the Great Kei Municipality and the less likely they will leave. Talent attraction and retention also has a strong focus on the psychology of employees and how motivated employees are. The more compatible the municipality services delivery goals to the Employee's expectations and personal reference; it is more likely that he employees will stay.

For example-

- Employees must see their work worthwhile and important
- They must see themselves as personally accountable for performance outcomes and task execution; and
- They must be told about their performance and the quality of their work.

## **6. Managing staff attraction and retention in practice**

Employees leave their employers for a variety of reasons. Some of the reasons for staff turnover are unavoidable and beyond the control of the Municipality. However, staff turnover can be managed, that is why talent attraction and retention management becomes both possible and important. Talent attraction and retention management is normally focused on the areas mentioned below;

### **6.1 Situation factors**

A poor work environment leads to employees being unhappy at work and makes other job options attractive to them. In order to retain staff, management must create work environment which takes consideration of;

- Employee morale
- Motivation
- Provision of strategic direction
- Leadership and communication
- Positive work challenges; and
- Employees 'empowerment

Another is for; in particular, retention of staff is the work organisation. If the work organisation is too rigid, employees tend to be restricted in terms of learning and development.

Employee Wellness is actually important for the retention of staff in the Municipality. If the employees feel that they are valued and cared for, they will be more loyal and less prone to poaching from other employers. The

employers' physical, psychological, social and spiritual needs are as important as their need for money and intellectual stimuli. Safety and security should not be underestimated as retention and attraction factors in the work place. To keep the staff healthy and happy is important for an employer.

## **6.2 Remuneration**

Many people leave because they are offered better salaries or service benefits elsewhere. Although the Municipality remuneration system (i.e. Council's salary grading scheme) is perceived as inflexible and not competitive enough to attract and keep talented staff, management should make an effort to staff who excel and encounter any attempts to poach staff. The Municipality should make an effort to consider restructuring the remuneration package for different levels of management to include allowances such as Cell phone, Car Allowance amongst others so that the packages can be competitive with other Municipalities and other employers.

In a case whereby the salary package of the successful job applicant is more than the one that is offered by the Municipality as per advert or Task grade or is equivalent to what the applicant is currently earning, the Municipality must be able to offer a better package that is within the means of the Municipality. This should be regarded as the counter offer in order to attract required skill and or competencies.

### **6.2.1 Scarce Skills Allowances or bonuses**

This should be considered for specific occupational groups or scarce job or skill categories of employer as one of the mechanisms in ensuring retention and attraction of specified skills. To be effective, the scarce skills will need to be scientifically determined, continuously updated and the allowance would need to be substantial to have any impact. Scarcity allowances have been implemented by other employers and lessons could be taken from these to identify an appropriate policy as this will also promote retention.

### **6.2.2 Pay at the highest bracket**

Paying the highest bracket within a salary grade for "Refuse to Lose" staff. Salary surveys should be conducted to ensure that scarce skills employees are being paid market related remuneration packages.

### **6.2.3 Non – cash rewards**

The Municipality needs to intergrade cash and non-cash rewards into compensation plans to achieve maximum business performances and employee fulfilment. This is because cash does have its throwbacks when it comes to motivating employees and because there are no limitations within the Local Government environment. Non-cash rewards encourage performance so that it can be changed, adjust or termination without



consequences. As such, non-cash awards should be used to complement compensation.

Non-monetary, creative forms of compensation may include; gift vouchers, a day or two off work, flexible working hours, and output based performances, involving spouses/family members and ward functions and dinners. The fun factor in non-cash awards sets a tone in a culture based on competition, health/well-being and interactions that are inclusive beyond work. The bonds formed during these interactions may also contribute to staff retention. It is crucial that all forms of reward that fit the Great Kei Municipality culture and will be appreciated by employees with scarce skills.

### **6.3 Performance Management System**

The Municipality should provide a motivation climate that enables employees to develop and achieve high standards of performance through defined performance management systems for all levels, supported by stringent policies and procedures. The performance management system should include an incentive scheme for management level employees and incentive for plans also needs to be tied to performance agreements through aligning them with the Key Performance Areas of the job performance management system that works will improve employee commitment and involvement and increase teamwork and a common sense of direction.

### **6.4 Leadership and management style**

The municipality need to entrench a management style which encourages employee growth, empowerment, people- focused and goal setting.

Management should conduct accurate quarterly performance assessments which help to identify development opportunities for employees.

Soft skills such as participation in decision making should be nurtured by the leaders among its teams.

Most employees are more committed to their managers, fellow employees and the culture that drives the municipality. After establishing municipality's and directorate's values it is essential that managers are seen to be living up to the values. Managers with bad leadership and management styles can be trained or advised of their conduct.

### **6.5 Internal mobility and job- hopping**

The Great Kei municipality should create opportunities for internal mobility, either through promotion or job enrichment to retain modern employees and young talent which is often attracted by economically stronger and better geographically municipalities located at the disadvantage of the Great Kei Municipality.

## **6.6 Effective communication and grievance procedures.**

Upward and downward communication, application of fair and consistent practices should be encouraged. The grievance procedure must be followed to create a platform to address employees concerns and problems.

## **6.7 Employee Empowerment**

Development and implementation of Employment Equity policies to redress past discriminatory imbalances and skills shortages amongst historically disadvantaged group is essential.

## **6.8 Co-operation and resistance to change**

Seamless adoption of changes and communication to all employees in order to address.

- Fear of the unknown
- Reluctance to change old habits
- Self interest
- Economic insecurity
- Failure to recognise why the change is necessary
- General mistrust and
- Political instability

## **6.9 Developing employer profile**

The Municipality should design, develop and implement promotional materials such as recruitment and career website to provide information about career in the Great Kei Municipality.

Develop career that make a difference that is a toolkit to stress the advantages of working for the Great Kei Municipality for both internal and external use and to address perceptions regarding career in our institution.

There is a necessity to establish and maintain contact with Universities to introduce mutuality beneficial projects that may provide an applicant pool.

## **6.10 Link staff retention with an effective recruitment and selection process**

A lot of staff losses are caused by bad selection decision, where the wrong person is appointed to the job. To prevent this, accurate job descriptions must be developed and clearly identify the core competencies required to successful performance during recruitment and selection process.

In addition the traditional focus of looking at skills, knowledge and experience must be augmented by adding another dimension of "cultural fit" to our recruitment and selection criteria. Focusing on values and cultural fit will ensure that the persons that are recruited understand and subscribe to the

way things are done. share the same values, norms and actually fit the organisational structure. This requires predefining the cultural and value requirements. Through the Leadership Assessment and Development centre engage in value audit, leadership profiling and assessment activities.

### **6.11 Job Satisfaction**

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to the job. It is essential that the managers and human resources practitioners lay the foundation for future commitment by being part of the induction process.

A good way of addressing this is to have a well-structured and dynamic induction programme that stretches from the employee's first day at work until they have been thoroughly introduced to their job. A useful tool in this regard is to develop a "new employee guide" that can be given to employees to read even before they start work to promote job satisfaction.

### **6.12 Exit interviews**

As already mentioned why employees leave is important to know the reasons for purposes of better offers in order to retain staff.

Exit interviews are an important tool and contribute towards designing staff retention interventions. Keeping track of the number of people who leave and from where in the organization will help highlight matters that need urgent attention.

## **7. Disincentives**

In addition to positive things that can be done to attract and keep employees, certain rules must be entrenched to make it difficult for employees to leave.

Employees who leave before completing twelve (12) months' service should forfeit service bonus. Should an employee resign before completing twelve (12) months' service, relocation costs that were paid such as expenses for transport, subsistence and storage of household goods may have to be recovered from them. An employee has to serve at least twelve (12) months' service in the salary level before qualifying for assessment for pay progression.

## **8. Monitoring and Evaluation**

Development of labour turnover data base statistics that are easy to access and linked to other metrics is essential;

- Expansion of employee effectiveness survey to cover all relevant occupational groups.

- Utilization of the employee effectiveness survey as a baseline measure to assess annual progress.
- Design an effective exit interview to ensure data is usable and can be linked to other metrics.
- Train managers to use focus groups to “keep a finger on the pulse” of retention concerns. Design and implement short evaluation questionnaire to ensure policy is being adhered to.
- Link these metrics to the performance management system.

**9. Review of attraction policy**

The policy will be reviewed on three yearly bases, taking into cognisance of the annual strategic intervention.

**10. Conclusion**

The Municipality recognizes that its most valuable asset is its human resource. A great deal of time and money is invested in the recruitment, training and development.

**11 POLICY REVIEW AND AMENDMENTS**

At the end of each financial year or where the Council deems it necessary, the policy shall be subjected to review and amendment as to ensure its continuing relevance and validity

- 11.1 A process wherein the Municipal Manager or any delegated council official shall make an input to the relevant council structures detailing the proposed amendments and the rationale thereof.

The amendments shall be placed on the council agenda and a vote shall be taken rectifying the policy

- 11.2 A Council resolution shall be recorded accurately reflecting the council decision and its number

Signature of the Municipal Manager ..... *Jalle*  
 Date *29 June 2023* .....

Signature of the Mayor ..... *[Signature]*  
 Date *29 June 2023* .....



