

Province of the EASTERN CAPE



**DEPARTMENT OF RURAL DEVELOPMENT & AGRARIAN
REFORM**

SCARCE SKILLS RETENTION POLICY

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1. INTRODUCTION

The department is challenged by unpredictable staff attrition and turnover. It is therefore important for DRDAR to ensure a continuous and seamless flow of human capital to ensure that service delivery for the citizens of the Eastern Cape is provided effectively and efficiently. The Public Service Regulations were revised during 2016; the process of employee retention is determined on paragraph of 44 and this provides an opportunity to align the existing policy with the amended legislative framework.

Department of Rural Development and Agrarian Reform is highly concerned about the high turnover rates as well as the general mobility of highly skilled critical staff, in specific occupational categories to other government departments and the private sector. In light of the current situation, it is necessary to respond through the efficient implementation of this Policy as a guide to retain ability, potential, experience, skill and investment, within the Department.

Furthermore, it should be realized that Staff Retention, Recruitment and Selection are interlinked concepts and that the latter must be executed with the highest standards of modern best practice to ensure successful staff retention as well as the appropriate Organizational Fit to minimize turnover. However, such includes the creation and implementation of monitoring and evaluation mechanisms to ensure the required levels of discipline during the Recruitment and Selection process.

For this Policy to be regarded as successful, it needs to be positively linked to other employment processes and need to take into account both psychological and operational issues. Specifically, recruitment, selection, placement, training and development, remuneration and performance appraisal should be strategically aligned to the Policy.

2. PURPOSE

- 2.1. The purpose of this policy is to provide a policy framework to facilitate and enable the retention of employees particularly those who have scarce and critical skills for effective service delivery by the Department.

3. OBJECTIVES

The following objectives underpin the development and implementation of this policy:

- 3.1. To provide objective measures to retain employees with critical and scarce skills to ensure sustained service delivery.
- 3.2. To retain suitably qualified, high performing and professionally competent employees.
- 3.3. Effectively manage job turnover to minimize disruption in the workplace and service delivery.

4. REGULATORY FRAMEWORK

The policy is based on the following legislative Provisions and Mandates

- 4.1. Constitution of the Republic of South Africa, (Act 108 of 1996)
- 4.2. Public Service Act, as amended
- 4.3. Public Service Regulations, as amended
- 4.4. Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- 4.5. Occupation Health & Safety Act, 1993 (Act 85 of 1993)
- 4.6. Employment Equity Act, 1998 (Act 55 of 1998)
- 4.7. Skills Development Act, 1998 (Act 97 of 1998)
- 4.8. Labour Relations Act, 1995 (Act 66 of 1995)
- 4.9. Guide on Managing Staff Retention for Government Departments by DPSA
- 4.10. Public Finance Management Act, 1999, (Act 1 of 1999)
- 4.11. DRDAR Bursary Policy 2018
- 4.12. DRDAR Career path development and management policy 2017
- 4.13. Recruitment and selection policy 2018
- 4.14. Human Resource Strategy for the Public Service, 2002
- 4.15. Managing Staff Retention: An Information Guide for Government

5. PRINCIPLES

Whilst all employees in the Department play a critical role in ensuring that the strategic objectives of the Department are met, there are those skilled employees whom if the Department loses, will negatively impact on the achievement of Departmental goals and Service Delivery. Therefore, this Policy is based on the following principles:

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- 5.1. Ensure retention of skills that are of vital importance to the department without which service delivery by DRDAR will be seriously jeopardised.
- 5.2. Retain skills that are in high demand by the competitors in other departments and in the private sector. The interventions to retain such skills will be based on the individual's performance, his or her specific job responsibilities and availability of vacant post to be retained to.
- 5.3. Retain skilled and talented employees, high performers, and designated groups in terms of the Employment Equity Act of 1998.
- 5.4. Ensure greater levels of Departmental effectiveness through the availability of the effective human capital to execute the *Departmental Strategy*.
- 5.5. Create advancement opportunities for deserving employees as that can also contribute to staff retention.
- 5.6. This policy must be implemented in line with Bursary, Recruitment and Selection, and Career Path Development and Management policies of the department.

6. SCOPE OF APPLICATION

This policy shall apply to all DRDAR employees with scarce skills in the identified occupational categories.

7. IMPLEMENTATION PROCEDURES

7.1. STAFF TO BE RETAINED

Staff with at least four of the following characteristics:

- 7.1.1. **Ability:** an employee who has proven him or herself to execute posts requirements efficiently and effectively within the scope of that particular post with and or without supervision.
- 7.1.2. **Potential:** An employee who has the capability, knowledge, skill, expertise of executing a particular task with the required qualification and affiliation to relevant professional body.
- 7.1.3. **Skills:** An employee who possesses the relevant technique to execute a particular job.
- 7.1.4. **Investment:** Financial resources allocated by the department to an employee. (Return on value for money. E.g. Bursary, Training and other resources).

7.2. RETENTION STRATEGIES

- 7.2.1. An employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the Public Service, may be retained in line with Regulation 44 of the Public Service Regulations, if such an employee has:
- (a) A critical and scarce skill i.e. he/ she has skills needed to achieve the core operational objectives of a component or branch; and difficult and expensive to recruit and are rarely available on the market;
 - (b) If the post was job evaluated;
 - (c) If the employee to be retained has the necessary competencies.
- 7.2.2 The option to retain an employee shall occur provided that the employee has received an employment offer (herein called the "external offer") from any other body or organ of state;
- 7.2.3 The counter offer made is limited to the salary notch closest to the external offer; and the counter-offer shall not exceed the salary level of the post
- 7.2.4 The higher salary shall not exceed the salary level of the post, unless such employee has been awarded a higher salary attached to the grade of the post in terms any other provision of the Act.
- 7.2.5 An employee may be retained where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee.

8. ROLES AND RESPONSIBILITIES

8.1 THE ROLE OF LINE MANAGER/ BRANCH HEAD

- 8.1.1 The decision to request the retention of an employee vests with the line manager and branch head.
- 8.1.2 The line manager and branch head must submit written motivation for the retention of the employee to the Human Resources unit.

8.2 THE ROLE OF HUMAN RESOURCE SERVICES:

- 8.2.1 Ensure adherence to applicable legislative framework in the public service.
- 8.2.2 To establish appropriate best practice policies, procedures and guidelines for Human Resource Management purposes;
- 8.2.3 To translate the Department's business strategy into Human Resource Plan;

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- 8.2.4 To administer the request for the approval of delegated authority.
- 8.2.5 Co-ordinates scarce skills surveys and incorporate it to the HR Plan.
- 8.2.6 Conduct exit interviews processes and share information with relevant Branch heads and programme managers.
- 8.2.7 Responsible for verification and validity of the external offer;
- 8.2.8 To report on implementation of the policy to oversight bodies

8.4 THE ROLE OF HEAD OF DEPARTMENT AND EXECUTIVE AUTHORITY

- 8.4.1 May recommend and approve retention of employee as per HR Delegations.

9. ORGANISED LABOUR

- 9.1 Labour observe that fairness, consistency; transparency prevails in all processes in managing staff retention.

10. COMPLIANCE

- 10.1 Any non-compliance with this policy must be dealt with in terms of section 16A of the Public Service Act.

11. MONITORING AND EVALUATION

- 11.1 The HOD and Corporate Services is responsible for monitoring and implementation of this policy in the department.

12. POLICY REVIEW


- 12.1. This policy shall be reviewed every five (5) years from the date of approval, but it may be reviewed before that time as necessary to reflect substantial organizational changes or any change required by law and regulations.

13. RECOMMENDATIONS & APPROVALS

Approved / ~~Not Approved~~

Comments:

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MR. B-DAYIMANI
ACTING HEAD OF DEPARTMENT
DATE: 28/03/2024