

“ The City of Heritage ”



ULUNDI LOCAL MUNICIPALITY

(“The Municipality”)

STAFF RETENTION POLICY

1. INTRODUCTION

- 1.1 The Municipality values its staff members and recognizes their vital contribution to its success.
- 1.2 The Municipality acknowledges, however, that certain circumstances in which it operates mean that the retention of staff is a difficult objective to achieve.
- 1.3 The municipality recognizes that in order to retain staff, it is necessary to create an environment which in which staff members are not only allowed to succeed in their jobs, but also to grow and achieve their aspirations.
- 1.4 The Municipality therefore wishes to adopt a policy which is calculated to establish, to continue to develop and to sustain such an environment.

2. OBJECTIVE OF POLICY

The objective of this policy is to establish an environment which will best ensure the retention of employees within the municipality, especially employees with valued or needed skills or experience in critical fields, so as to enable the Municipality to fulfill its functions, including that of service delivery.

3. APPLICATION OF POLICY

This policy applies to all employees of the Municipality

4. GOALS

- 4.1 This policy is predicated on the achievement of 6 different but related goals, namely:
 - 4.1.1 Increasing trust between management and staff;
 - 4.1.2. Ensuring adequate resources for workload;
 - 4.1.3 Hiring competent people;
 - 4.1.4 Creating a learning environment;
 - 4.1.5 Improving the flow of information;
 - 4.1.6 Identifying and addressing, on an ongoing basis, the causes of staff losses.

4.2 The achievement of these goals is considered to be vital for attaining the objective referred to in 2 above. The first 5 of the goals are considered to be essential for the attainment of such an objective by any organization, including the municipality; the last goal is aimed at dealing with obstacles to the attainment of the objectives specific to the municipality.

4.3 Each of these goals is discussed below, in paragraphs 5 to 10.

5. INCREASING TRUST BETWEEN MANAGEMENT AND STAFF

5.1 The principles which guide the achievement of this goal are as follows:

5.1.1 The Municipality shall promote the development of credible and effective leaders who can create the conditions in which the people they lead can thrive;

5.1.2 The municipality shall encourage regular communications at all levels. It is important for management to be informed about the concerns staff have regarding their working relationships with management. Of particular importance are the desires of staff to be taken seriously for their contributions to the organization, to be responded to in a timely manner, to learn about the activities of the departments they serve, and to increase the opportunities for dialogue and exchange of information between management and staff;

5.1.3 The municipality shall create a climate of responsibility for individuals charged with providing leadership.

5.2 In furtherance of the above principles, the Municipality shall:

5.2.1 Ensure that all persons appointed to positions of leadership are suitably qualified for those positions, in terms of formal qualifications, experience, integrity and leadership ability; and where appropriate, to encourage and reward existing staff who are so qualified, including by means of internal promotion;

5.2.2. Undertake, on at least an annual basis, a staff morale survey (which shall include all employees) aimed at establishing the levels of morale of all staff; and promote the establishment, at both departmental and general levels, of staff forums at which concerns, grievances and suggestions may be aired and debated;

5.2.3 Allow individuals in leadership and rank and file positions must have the necessary latitude and authority to carry out their duties; and to take appropriate action in relation to those persons who, having been given such latitude and authority, fail to exercise them properly.

5.3 It is intended that the achievement of this goal will result in greater levels of trust between staff and management by ensuring that management are able to provide sound, informed leadership, and by providing staff with a means of conveying their concerns and attitudes regarding the workplace; it is intended that this in turn will lead to greater confidence and trust in the organization by staff.

6. ENSURING ADEQUATE RESOURCES FOR WORKLOAD

6.1 The principles which guide the achievement of this goal are as follows:

6.1.1 All staff members should be provided with such resources as, having regard to the availability of funds, are appropriate and sufficient to enable them to carry out their duties efficiently;

6.1.2 All staff members shall be permitted to articulate their needs as far as resources are concerned for purposes of budgeting;

6.1.3 Staff resource needs should never be the last claimant on available funding. They should be funded in partnership with other municipal requirements, and should be given the priority they deserve, having regard to the role played by staff in ensuring the Municipality's obligations regarding service delivery.

6.2 In furtherance of the above principles, the Municipality shall:

6.2.1 Ensure that all departmental heads shall regularly consult with their staff as to their resource requirements, and ensure that each staff member is provided with such resources as may be necessary to comply with the principle set out in 6.1.1, including computer software and hardware, office accommodation and furniture, stationery and communications devices: provided that only such resources as are strictly or genuinely required need be so provided;

6.2.2 Establish a consultative mechanism whereby staff resource needs may be communicated for purposes of budgeting;

6.2.3 Ensure that, for budgeting purposes, staff resource needs are given due priority so as to enable the municipality to fulfill its obligations regarding service delivery;

6.2.4 Provide incentives to departments and individual staff members to implement new organizational and work models for more efficient use of existing resources.

6.3 It is intended that the achievement of this goal will make for a more acceptable working environment for staff and allow them to focus on performing their roles, which in turn will lead to greater job satisfaction.

7. HIRING COMPETENT PEOPLE

7.1 The principles which guide the achievement of this goal are as follows:

7.1.1 Only suitably qualified people shall be appointed to positions in the Municipality, and no person other than the appropriate managers shall be allowed to influence or decide upon the appointment of staff, except where the contrary is provided for by law; (the principles espoused in the Employment Equity Act when qualification criterion is considered shall be paramount)

7.1.2 The staff complement should be maintained at such levels as are required for purposes of the Municipality fulfilling its statutory obligations;

7.2 In furtherance of the above principles, the Municipality shall:

7.2.1 Ensure that:

7.2.1.1 all applicants for positions in the Municipality are suitably qualified for such positions;

7.2.1.2 all qualifications claimed by such applicants are verified;

7.2.1.3 only the appropriate managers participate in the process of appointing staff, unless the contrary is required by any statute;

7.2.1.4 nepotism of any kind shall not be permitted;

7.2.1 Ensure that:

7.2.2.1 any staff vacancy arising shall be scrutinized to determine whether it is necessary that it be filled;

7.2.2.2 if it is determined that it needs to be filled, then it shall be so filled as soon as possible. When there is a vacancy and

relevant skill is in abundance internally a legitimate expectation for internal promotion is lived up to;

7.2.2.3 Staffing levels are regularly reviewed to ensure that the municipality is neither over-staffed nor under-staffed for purposes of meeting its statutory obligations.

7.3 It is intended that by ensuring that competent people are hired in the first place, they will be able to perform their jobs better, be more confident about their work and pass on their skills to others, thereby giving rise to greater job satisfaction and creating circumstances where staff are less likely to leave.

8. CREATING A LEARNING ENVIRONMENT

8.1 The principles which guide the achievement of this goal are as follows:

8.1.1 Staff are best able to serve the Municipality, and are more secure, confident and content in their jobs, if they are armed with the knowledge appropriate to their jobs and there are inherent skills for upward mobility;

8.1.2 It is essential that every member of staff be kept apprised of developments in the field in which he or she operates;

8.1.3 All other things being equal, the Municipality is best served by staff who are highly qualified;

8.1.4 An investment in staff training, provided that it is appropriate, is money well spent.

8.2 In furtherance of the above principles, the municipality shall:

8.2.1 Provide the opportunity to suitably promising staff to enhance and refresh their knowledge by means of attending training courses;

8.2.2 Encourage staff to further their studies at their own expense on a part-time basis, and to reward successful completion of studies, where appropriate, with increases in remuneration or promotion;

8.2.3 Ensure that the budget contains provision for training and knowledge enhancement.

8.3 It is intended that the achievement of this goal will allow staff to improve their competencies, and thereby improve their prospects of advancement, which in

turn will lead to greater job satisfaction and reduce the chances of staff leaving.

8.4 Nothing in this paragraph shall, however, be construed as encouraging the indiscriminate attending of workshops and courses. Accordingly:

8.4.1 Staff attending such courses and workshops must be carefully selected (on, amongst other grounds, their ability and willingness to communicate the knowledge gained to other staff members);

8.4.2 Workshops and courses should, wherever practically possible, be held at the Municipality premises, in order to reduce accommodation and traveling expenses, and so as to ensure that staff members are at hand in case they are required;

8.4.3 The usefulness of any course or workshop must be carefully evaluated before having any staff members attend it; only those courses and workshops which provide a clear and definite benefit should be attended;

8.4.4 It must be kept in mind that despite the advantage of attending courses and workshops, this must not be done at the expense of staff's normal duties.

9. IMPROVING THE FLOW OF INFORMATION

9.1 The principles which guide the achievement of this goal are as follows:

9.1.1 In order for a person to be a committed, useful member of an organization, he or she should be fully informed of the objectives, strategies, principles and policies guiding that organization, the processes which constitute its operations, and the events and circumstances which influence its activities and direction;

9.1.1 It is therefore appropriate and necessary for staff of the Municipality to have access to and be provided with such information;

9.1.2 In addition to performing their normal duties, staff may make a useful contribution to the success of the Municipality by conveying ideas to management.

9.2 In furtherance of the above principles, the Municipality shall:

9.2.1 Ensure that meetings of staff (which meetings may be combined with the forums referred to in 5) are regularly held at which the information referred to in 9.1.1 is conveyed to staff, and at which

an opportunity for debating such information is permitted; and that news of important events concerning the municipality is conveyed to staff by means of e-mail and notices;

9.2.2 Ensure that methods are put in place to enable staff to convey ideas and suggestions regarding the management of the Municipality.

9.3 It is intended that the achievement of this goal will result in a feeling of inclusiveness amongst staff, an understanding of the objectives and values of the Municipality, and the development of a shared vision; this is intended in turn to lead to a greater inclination on the part of staff to remain with the Municipality.

10. IDENTIFYING AND ADDRESSING THE CAUSES OF STAFF LOSSES

10.1 The principles which guide the achievement of this goal are the following:

10.1.1 Notwithstanding the application of general measures (such as those set out in 5 to 9 above) to retain staff, such staff retention cannot be assured in the absence of measures aimed at identifying and dealing with particular causes of staff losses;

10.1.2 Accordingly, the specific causes of staff losses should be continually identified, and action be taken to rectify them.

10.2 In furtherance of the above principles:

10.2.1 The committee referred to in 11 ("the committee") shall on an ongoing basis:

10.2.1.1 examine the phenomenon of staff losses in the Municipality;

10.2.1.2 endeavour to ascertain the causes of such losses;

10.2.1.3 make recommendations to the Municipality regarding methods of preventing such losses;

10.2.2 In the event of any staff member resigning, the committee shall, if such staff member is agreeable, conduct an exit interview with such member in order to determine the reason for his or her resignation; provided that if the staff member is not agreeable to being interviewed by the committee, or if the Municipal Manager

is in any event of the opinion that it is advisable to do so, the Municipal Manager may appoint an independent person not employed by the Municipality to conduct such interview, and such independent person shall then report his or her findings to the committee.

10.3 It is intended that the achievement of this goal will result in a better understanding of the causes of staff losses and provide a mechanism for recommending methods of preventing such losses.

11. STAFF RETENTION COMMITTEE

11.1 The Municipal Manager shall establish a committee consisting of the Director of Corporate Services (who shall be its chair) and at least two other Heads of Department or their deputies, which committee shall be known as the Staff Retention Committee.

11.2 The Municipal Manager shall in consultation with the Director of Corporate Services prescribe rules for the conduct by such committee of its meetings, activities, business and proceedings, including rules regarding quorum, minutes, and casting votes, and the co-opting of members.

11.3 The role of the committee shall be to:

11.3.1 Perform the functions referred to in 10.2;

11.3.2 keep statistics on staff losses, which statistics shall included the names of staff resigning, the posts held by such staff, the duration of service, the reasons for resignation and the impact of such resignation on the effectiveness of the municipality;

11.3.3 Review this policy at least annually and make recommendations regarding amendments thereto;

11.3.4 assess the risk of losing any particular staff member or group of staff members, and making recommendations to the head of department concerned or the Municipal Manager regarding the prevention of such loss;

11.3.5 make recommendations and provide advice to the Municipal Manager and Department Heads regarding the implementation of specific aspects of this policy, in particular, the provisions of 5.2, 6.2, 7.2, 8.2, and 9.2;

11.3.6 Develop guidelines for use by managers regarding performance encouragement, morale boosting and the like in relation to their staff.

11.3.7 *Seek ways of ensuring that staff members are healthy in body and mind, stress free and therefore in better state of mind to contribute to the overall goals of the organization. Activities such as Employee Wellness Day, Employee Assistance Programmes, staff monthly meetings and monthly meetings of the Local Labour Forum to discuss matters affecting employees in the work environment will be vital in ensuring this objective.*

11.3.8 LONG SERVICE LEAVE

An employee shall qualify once for the following long service leave at the Completion of the following periods from the existing Conditions of Service Collective Agreement.

- **5 years' service - 5 days**
- **10 years' service - 10 days**
- **15 years' service - 20 days**
- **20 years' service - 30 days**
- **25 years' service - 30 days**
- **30 years' service - 30 days**
- **35 years' service - 30 days**
- **40 years' service - 30 days**
- **45 years' service - 30 days**

11.2 The encashment or the taking of the leave must take place in the same year that employee qualifies for the long service leave subject to operational requirements where the employee elects to take leave.

11.3 An employee with 5 (five) or more years' service with the municipality and leaves the service of the municipality for any reason whatsoever, excluding reasons relating to misconduct, shall receive a pro rata long service bonus for any uncompleted period stipulated in Conditions of Service Collective agreement.

Other than the above allowances, Council to endeavor in making budget provision, subject to staff with clean records and availability of funds in order to present the undermentioned awards to its employees

12. RESPONSIBILITY FOR IMPLEMENTATION

The Municipal Manager shall be responsible for implementing this policy; provided that he may delegate in writing any or all of his duties hereunder to any senior manager of the Municipality.

13. COMMENCEMENT

This policy shall commence immediately it has been adopted by the Council.