

DRAFT POLICY – ATTRACTION & RETENTION OF NEW STAFF

Dated March 2022

Introduction

1. (1) The attraction and retention of competent staff must form part of the municipality's talent management framework and strategy.
- (2) Talent management is an integrated process designed to attract, retain and develop competent staff.
- (3) Effective talent management ensures operational continuity and sustainability of the municipality by ensuring that the appropriate people, with the appropriate skills, are in the appropriate job at the right time.
- (4) The Municipal Manager must ensure that the municipality develops and implements an effective staff attraction and retention strategy and plan.
- (5) A committee of the municipal council established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) must monitor the implementation of the approved staff attraction and retention strategy and plan.

Attraction of competent staff

2. (1) In developing a staff attraction strategy and plan, the municipality must consider the following:
 - (a) The municipality's staff value proposition.
 - (i) A value proposition is the concise description of what the municipality has to offer potential staff.
 - (ii) The employee value proposition is a message designed to persuade and entice sought after professional and technical skills to consider being employed at the municipality.
 - (iii) The staff value proposition should be inspirational, motivational, attractive and distinctive.
 - (b) The municipality's long-term and current strategic organisational requirements in respect of leadership competencies, technical skills and public service imperatives.
 - (c) The municipality's ability as an employer to provide a favourable work environment for staff.
- (2) The attraction strategy and plan should include different techniques that can be used, and may include those set out in Table 3 below.

Table 3

Attraction of staff techniques

Item	Technique	Examples
1	Buying talent	Building relationships with important sources of talent such as tertiary institutions, business schools, using referral hiring, creating partnerships with staff search agencies, targeting potential staff members, building an internet recruitment strategy.
2	Building talent	Providing training and development for key staff members.
3	Borrowing talent	Forming alliances with organisations in the private and public sector, retaining consultants, building skills transfer programmes, outsourcing work, maintaining relationships with former staff members.
4	Bouncing talent	Investigating opportunities such as secondment, flexible work arrangements and contract work.
5	Binding talent	Offering financial and non-financial inducements to retain talent.
6	Boosting talent	Promotion and staff recognition schemes.

Identification of competent staff

3.
 - (1) The identification of scarce, critical and high-risk skills must form the basis of any talent management interventions.
 - (2) The manager responsible for human resources must develop a framework for the identification of competent staff.
 - (3) The framework must enable the identification of leadership groups and technical talent in the municipality.
 - (4) Supervisors, in consultation with the manager responsible for human resources, must identify competent staff members.

Retention strategy

4.
 - (1) The manager responsible for human resources must—
 - (a) oversee the retention strategy; and
 - (b) ensure that there is consistency in the way in which competent staff are managed and engaged by—
 - (i) ensuring that systems and processes are structured to provide flexibility within the legal framework so that staff can be managed effectively and differently, if necessary;
 - (ii) providing supervisors with the authority to act in this regard, whilst offering strategic advice and support;
 - (iii) reviewing policies and procedures to ensure that they provide the measure of flexibility necessary to accommodate competent staff members; and
 - (iv) developing an accountability framework that details the boundaries within which supervisors may act to retain staff.

Actions to retain staff

5.
 - (1) Each supervisor must engage on an individual basis with those staff identified as competent staff members to understand both their tangible and intangible motivations and aspirations.
 - (2) This engagement may be integrated with the performance management cycle and the formulation of personal development plans.
 - (3) The manager responsible for human resources and other human resources staff should support supervisors by providing them with the methodology and instruments to undertake this engagement.
 - (4) The engagement with a staff member should take into account—
 - (a) the staff member's interests, values, skills, and development needs; and
 - (b) the various options available to the staff member.
 - (5) Supervisors, in consultation with staff employed in the human resources function, must identify those tangible and intangible motivations that are not feasible and should consult with the staff member to find a satisfactory solution.
 - (6) The engagement must result in a plan that is signed off by both the staff member and the relevant supervisor and ratified by the manager responsible for human resources.
 - (7) The plan should contain both tangible and intangible actions, timelines, targets, and conditional requirements.
 - (8) The plan should become the basis for the development, engagement and retention of competent staff members.
 - (9) The manager responsible for human resources, together with the relevant supervisors, must develop and apply a talent exposure programme for new talent entering the municipality or entering a specific level within the municipality.
 - (10) The exposure programme should aim at providing competent talent with structured exposure to particular fields of work and roles.
 - (11) The manager responsible for human resources, or the person to whom this function is delegated, must ensure that the programme defines the roles that talent on the programme will perform so that their skills and development requirements are optimised during the exposure, and expectations are managed.
 - (12) Supervisors should engage with competent staff members in a discussion regarding their plan on an ongoing basis.
 - (13) The talent management plan must be reviewed annually and the review should coincide with the performance management cycle of the municipality.
 - (14) The review should consider the steps that have been completed in the plan, what is still required to be done, performance, next steps, amendments and support needed.
 - (15) The plan should be updated and sent to the manager responsible for human resources for ratification.