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## DEPARTMENTAL STRATEGY DOCUMENT

### EMPLOYEE ATTRACTION AND RETENTION STRATEGY

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## 1. INTRODUCTION

This document outlines the strategies that the Northern Cape Department of Education employs in order to attract, retain and reward employees with scarce and valuable skills to the department.

## 2. OBJECTIVES

The main objective of the employee retention strategy within the Northern Cape Department of Education is to establish a framework that seeks to ensure that key employees to the department who hold relevant scarce skills are retained and rewarded in order to facilitate proper continuity of the department's activities. The secondary objectives of this strategy document are as follows:

- (a) To provide improved service delivery through realising the value of employees as enablers to the service delivery process
- (b) To create an organisational culture that attracts and retains employees;
- (c) To facilitate growth and development of employees through a comprehensive training approach;
- (d) To enable the public to view the Public Service Departments as the employer of choice where there is opportunity for career development and accelerated learning;
- (e) To ensure that the long term career path and progression of employees can be planned through an integrated succession planning strategy

This document is therefore aimed at assisting the Accounting Officer as well as the Human Resources practitioners to implement strategies that will contribute in the attraction and retention of scarce and relevant skills.

### **3. COMPLIANCE FRAMEWORK**

This strategy document is governed by the following relevant legislation which underpin all principles outlined:

- The Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996)
- Employment of Educators Act, 76 of 1998
- Labour Relations Act, 6 of 1995
- Employment Equity Act, 55 of 1998
- Public Service Act, 1994 (as amended)
- Publish Service Regulations, 2001
- Basic Conditions of Employment Act, 75 of 1997
- Skills Development Act ,97 of 1998 as amended
- Senior Management Service Handbook
- The Collective Agreements of the PSCBC

#### 4. DEFINITIONS

**Approved Structure** – these are the posts that the Executive Authority approved to give direction to the Departmental Personnel to carry out the mandate of the Department.

**Executive Authority** – the executive authority (MEC) as defined in section 1(1) of the Public Service Act, 1994, except with regard to the appointment of a Head of Department (HOD), in which case means the executing authority as contemplated in section 3B of the Act.

**Candidate** – a person who is not yet employed in an advertised vacant post but has shown interest in the post by applying for it

**Employee** – a person who holds a temporary or permanent post on the fixed establishment of a department including those held additional to the establishment.

**Employer** – refers to the Northern Cape Department of Education

**Headhuntings** - refers to a process of identifying a pool of people with the required skills for the vacant position/s and then follow the normal recruitment and selection process.

**Recruitment** – is a process of identifying and attracting a pool of candidates for changes in employment status, for which some will later be selected to receive an offer of employment.

**Senior Management** – Officials from director level upwards (salary level 13)

**Employee Attraction & Retention** – entails finding the best employee for the job and ensuring that the employee stays within the Department

**Competence** – is a blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environments which indicates a person's ability to meet the requirements of a certain post

## 5. RESPONSIBILITIES

This policy is applicable to all employees and prospective employees of the Northern Cape Department of Education. The primary responsibility for the custody, implementation and amendment of the strategies outlined in this document vests with the Accounting Officer.

## 6. EMPLOYEE RETENTION STRATEGY

Employees do not leave an organisation purely for financial reasons. In most cases factors other than salary can impact on the morale of employees and require interventions from an employer to ensure that employees are motivated and properly retained. Various factors which contribute negatively to staff retention are as follows:

- Job dissatisfaction
- Lack of challenge
- Lack of confidence in the Department and its leadership
- Lack of transparency and communication
- Dissatisfaction with Co-workers
- Increased employee mobility or shortage of scarce skills
- Compensation
- Lack of prospects for upward movement
- Lack of training and study opportunities

The ability of the Northern Cape Department of Education to retain its employees lies in the ability to address the factors above in a more formalised way in order to improve confidence in the employees of the department. The Human Resources Practitioners need to be aware of the available action plans during the appointment phase, employment and also on resignation of an employee. The following measures can be implemented to ensure that key employees are adequately retained within the department:

### 6.1 *Competitive remuneration system*

The Personnel Provisioning Section of the department must ensure that the remuneration for the entire establishment is competitive at all times. This includes benchmarking with remuneration obtained from other departments and provinces. This unit must also benchmark specialist management skills eg. in finance department to all industries both in public and private sectors.

### 6.2 *Address performance expectation gap*

All newly appointed employees must be provided with a fully comprehensive job description by the HR Provisioning Unit and/or by the specific unit which they are to work for. The job description and the performance plan must then be fully discussed to ensure that no gap in job expectation is left. This strategy will assist in avoiding

disappointment at the end of each year in terms of actual work outcome and remuneration obtained and has a positive effect on employee retention.

### **6.3 *Employee Induction***

The department also aims to ensure that employees are fully aware of the core activities of the department and also all the legislation which covers administration and service delivery issues. The best way to get the message and understanding across to employees is to implement a structured system of employee induction particularly for new employees who are from outside the Public Service. This function lies with the Human Resources Chief Directorate and the incumbent's specific unit to provide the general and unit specific induction.

### **6.4 *Job re-grading***

Whenever the skills, competencies, experience and/or performance of an employee or prospective employee are viewed by the executing authority to be above that of an advertised post or filled post, the executing authority shall have the power to:

- Evaluate the job in terms of the job evaluation system for newly created posts
- Evaluate all posts above level 9 where a job has not been previously evaluated
- Move the said employee to a higher notch within the same job level

This strategy will go a long way in addressing the issues of employees who perceive their services as undervalued or unappreciated thereby contributing in maintaining employee satisfaction and retention.

### **6.5 *Rewarding Excellence***

The HOD has the duty to ensure that the performance management system used by the department adequately rewards excellent performance. Any employees identified as consistent excellent performers must qualify for a once off bonus consistent with the rules of the PMDS system. In addition a notch movement or job evaluation exercise might be performed in line with 6.4 above. The rewarding of employees is subject to the availability of the budget.

### **6.6 *Enhance service benefits***

In cases of senior management, the executing authority has powers to enhance the benefits to a maximum level as prescribed by the handbook for senior management and Public Service Regulations subject to outstanding performance as per annual performance management assessment.

## **6.7 Awarding of bursaries**

The Department of Education requires to retain specific skills which are peculiar to the education environment and also management and administration. To enable this, the Head of Department may:

- Grant bursaries for higher education to both serving and prospective employees, but may allocate bursaries for general education and further education and training for further education and training only to serving employees

In addition to the above considerations a serving employee shall retain his or her salary, which shall count as part of the financial assistance from the department during any study, research or training

## **6.8 Training and Career development**

As part of the Human Resources Development Programme, adequate courses and programmes should be made available in line with the identified skills gaps within the department. These training schedules must be openly made available to staff and unit heads after the approval of the WSP to ensure that qualifying employees can participate

## **6.9 Addressing the departmental culture**

A positive and inspiring departmental culture is also necessary to enable employees to feel involved and taking part in the bigger process of providing quality education. The culture encouraged should be that of improving transparency, equity and cultural diversity. This is the responsibility of the MEC, HOD, Senior Management and staff in general. However the tone for this culture is better cultivated from top management

## **6.10 Improving employee wellness**

Employee wellness and proper work life balance is key to improving productivity in the workplace and ensuring that the department is a conducive environment to work in. The department is therefore required to have a well documented employee wellness plan to deal with issues of health, stress and other factors affecting employees. Regular employee wellness sessions where external health professionals are brought on site should be the main feature of the employee wellness plan.

## **6.11 Counter offers**

Where an employee in a critical position intends leaving the department with the prospects of obtaining a better/higher offer outside the department, the executing authority has the discretion of tabling either a better notch for the same salary level



or upgrading the post as in 6.5 above or effecting a promotion subject to normal recruitment processes. This should particularly be the case where an employee is either a high performer or has scarce skills required by the department

#### **6.12 *Implementation of effective team building techniques***

The department will from time to time ensure that sufficient extra-mural activities are facilitated to enable employees to embrace the team spirit and work as a family rather than individuals. Where necessary, an external facilitator may be brought in for this purpose. These activities include sports, team building workshops and may take part both internally and outside of work premises in order to be more effective.

#### **6.13 *Quality supervision***

The quality of supervision an employee receives is critical to employee retention. People leave managers and supervisors more often than they leave organisations. Starting with clear expectations of the employee, the supervisor has a critical role to play in retention and the following have been identified as areas that need to be considered:

- Clarity of expectations
- Feedback about performance
- Clarity about earning potential

#### **6.14 *Flexible working hours***

Where necessary the Head of Department can prescribe flexible working hours for employees in the following Directorates:

- Human Resources
- Finance
- Main Registry
- Exams & Assessment

This can be done in order to work around a certain problems e.g. computer systems in order to ensure that maximum productivity is achieved. In cases where this is approved, the immediate supervisors need to be informed in order to monitor the changed working hours accordingly. This can also be implemented in a case of senior management where the job commands flexible working hours.

#### **6.15 Participation in the OSD Programme**

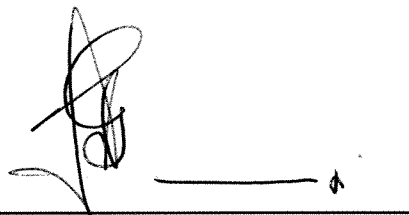
The department will also fully participate in the National Occupational Specific Dispensation to ensure that the employees benefit from any changes that are implemented for affected segment of employees

## 7. IMPLEMENTATION AND EFFECTIVE DATE

This strategy document becomes effective on approval by the Head of Department of the Northern Cape Department of Education:

## 8. REVISION DATE

This strategy document shall be reviewed at least annually to ensure that it is aligned with all the relevant legislation and complies with all adequate internal control requirements



G.T. PHARASI  
HEAD OF DEPARTMENT



DATE