

health

Department of Health
NORTHERN CAPE

Policy on the Retention of Staff

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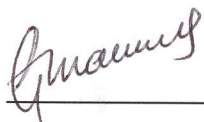
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Date

Responsible Manager : Director for Human Resource Management

Approved by Head of

Department



G.E. Matlaopane

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Policy Aim

1. The aim of this policy is to retain employees and to highlight the principles of retention of competent staff that are committed to adding value to the departmental mission and vision.

Policy Scope

2. This policy is applicable to all employees of the Northern Cape Department of Health regardless of salary level, race and gender. This policy must be read in conjunction with the Northern Cape Department of Health Recruitment policy.

Policy Statement

3. It is the policy of the Northern Cape Department of Health that:
 - 3.1. It will retain competent employees,
 - 3.2. It will create and promote a conducive and harmonious working environment for all its employees.
 - 3.2. It will use succession planning to build a leadership/talent pool to ensure leadership continuity through training and development of employees.
 - 3.2.1. Skills Audit report and Human Resource Plan will be used as tools of identifying shortages of critical skills and to ensure that skilled employees are maintained at the right levels.
 - 3.2.2. All employees who are on the verge of retiring will be identified and encouraged to transfer their skills and knowledge to employees in their respective units, to ensure high quality replacement of employees who are holding positions that are key to the departmental success.
 - 3.2.3. Succession in the Department should be effectively planned and managed to allow for fair and open competition, which should be guided by an individual's performance and attributes.
 - 3.2.4. The role of succession planning should not only be to target the creation of vacancies for employees who are about to retire but also to conduct talent scouting for employees who are moving up the ranks within the Department;

this will ensure the career development and personal growth of employees which can also be seen as means of retaining Departmental staff.

3.3. It will promote Retention and shall:

- 3.3.1. Endeavour to retain employees whose services and skills are scarce and crucial to the department as well as identify individual potential for assuming a higher degree of responsibility.
- 3.3.2. Promotional posts will be used as opportunities for career development and such staff may be given first priority and consideration through an internal advertising and interview process before advertising the post externally.
- 3.3.4. The salary level for a post may be set at a higher notch or level than usual if necessary to retain an employee with the required skills; it must be raised in the interview and the panel members can make a recommendation to the Head of Department.
- 3.3.5. The Executing Authority or his/her delegate shall consider matching the offer of an employee whose services are considered critical to the department and who gets an employment offer elsewhere. This being after full motivation has been submitted by the employee's manager depending on the nature and level of the offer. Scarcity of the skill or the competencies that the said employee possesses shall be the key guiding factors that inform the final decision of the Executing Authority to offer or decline.
- 3.3.6. Whenever an employee with a scarce skill resigns, an exit interview will be conducted; headed by Human Resource (HR) in consultation with the employee to determine the reasons beyond their resignation and if practically possible attempts will be made to retain them. In the case where the employee has already left the department provision must be made for the exit interview to be conducted telephonically or electronically.
- 3.3.7. Employee Wellness Programmes (i.e. employee assistance programmes, occupational health and safety, as well as HIV & AIDS), shall be prioritised to enhance health and safety of employees in the workplace.

Roles and Responsibilities

4. The **Head of Department** or His / Her delegate shall:
 - 4.1. Establish a steering committee comprised of the human resource unit, line managers and senior management team, to monitor the implementation and evaluation of the policy and its impact and report to the Head of Department.
 - 4.2. Grant the Unit/Programme Manager permission to counter offer employees whose services and skills are regarded as crucial and scarce.
5. The **Human Resource Manager** shall:
 - 5.1. Develop a Retention Strategy and an Implementation Plan.
 - 5.2. Provide the Senior and Line Managers with relevant, efficient and strategic human resource advice and retention interventions.
6. **Line Managers** shall:
 - 6.1. Apply the policy and procedures fairly and consistently to all employees.
 - 6.2. Work with Human Resource Development to identify training needs and develop Workplace Skills Plan
 - 6.3. Identify positions or occupations where sudden departures would derail strategic objectives or have an immediate negative impact on operations.

Review and Distribution

7. This Policy will be reviewed after three (3) years but not later than five (5) years from the publishing date. If necessary an updated version will be issued, if not a formal cover letter will be issued (providing a date indicating that the policy was reviewed).
8. The Director for Policy and Planning will distribute updated versions to:
 - Member of the Executive Council for Health
 - Head of Department of Health
 - All Chief Directors, Directors and Deputy Directors

Acknowledgement and Sources

9. This policy draws from the following legislation:
 - 9.1. Public Service Act, 1994
 - 9.2. Public Services Regulations, 2001
 - 9.3. Guide on the Practice of Career Management in the Public Service, 2011
(Draft document)
 - 9.4. Managing Staff Retention (information guide for government departments)