

RETENTION POLICY

Purpose

The purpose of this policy is to support the retention of all skilled and experienced employees and managers, and especially those employees and managers who are in key positions and / or have core skills and / or who demonstrate the potential to develop into leaders in the organisation. The municipality is aware that these groups of employees usually add more value to an organisation than most employees do and are often difficult to replace.

Scope

The municipality will develop and implement a retention strategy that aims to improve the work environment within the municipality so that all employees can demonstrate their abilities.

Responsibility

Corporate Service Manager

Key items that could be included in a retention strategy

Item	Reason	Process
1. Identify key positions/skills	To identify the employees the municipality can least afford to lose, especially black people	Skills Audit
2. Identify star performers	To identify the employees who add the most value and who have the potential to be developed further	Performance Management
3. Offer opportunities for personal and career development	Star performers often leave an organisation that does not offer them advancement opportunities	Succession Planning
4. Conduct exit interviews	To record, on a standard format, opinions and perceptions of the municipality by employees who have resigned	Exit Interviews
5. Analyse exit trends over time	To highlight key trends in opinions and perceptions of people who resign so that they can be addressed	Analytical Report
6. Conduct climate surveys	Research the morale, opinions and perceptions of all current employees	Climate Survey
7. Analyse results of the climate survey	To highlight key trends in opinions and perceptions of employees so that they can be addressed	Analytical Report
8. Manage the psychological contract	To make expectations of both employer and employee explicit so that they can be managed	Open communication
9. Monitor grievance trends	To highlight key trends in the things / people that make employees unhappy so that they can be addressed	Analytical Report
10. Monitor remuneration and benefits to ensure that they are at or above market value	To minimise the risk that key employees and stars do not leave for more money	Implement a remuneration policy and manage the compensation system
11. Monitor remuneration and benefits to ensure internal equity	To ensure fair remuneration in respect of job grades; income differentials; length of service and to monitor the effects of overtime and performance bonuses on internal pay equity	Analyse payroll and payment trends and calculate income differentials within and between job grades
12. Identify financial and non-financial rewards for star achievers	To reward good performance and ensure that top performers are acknowledged and feel valued	Establish a reward system and install processes for consistent application of the reward system
13. Ensure that the jobs of key employees and stars are challenging	To ensure that top performers and employees in key positions do not become bored and that their abilities are developed and stretched. Also to raise job grades and thereby increase remuneration and decision making levels by increasing responsibilities	Monitor job content and add responsibilities or redesign jobs periodically
14. Monitor staff turnover stats and cost of turnover	To track terminations by race, gender, department, skills or other criteria and to estimate cost of losing and replacing staff	Keep statistics according to agreed criteria Calculate cost of turnover

UBUHLEBEZWE MUNICIPALITY
EMPLOYMENT CLIMATE SURVEY
INFORMATION GIVEN BY EMPLOYEES IS CONFIDENTIAL

A. EMPLOYEE'S PROFILE

Race group	African; Indian/Asian; Coloured; White
Gender	Man; Woman
Age group	<20; 20–30; 30-40; 40-50; 50-60; 60+
Disability, if yes please describe your disability	Y/N
Job title	
Department	
Length of service	

B. COMMUNICATION

Kindly rate the areas/forms of communication in the below table.

	Poor	Fair	Average	Good	Excellent
1. Communication with Co-workers.					
2. Communication with your Superior/Manager					
3. Notice Boards					
4. Between departments					

	Poor	Fair	Average	Good	Excellent
5. Within your own dept.					
6. Publications					
7. Electronic (e-mails)					
8. With senior managers					

Comments:

C. WORK RELATIONSHIPS, MANAGEMENT EFFECTIVENESS & JOB SATISFACTION

	Poor	Fair	Average	Good	Excellent
1. Relationship with employees within your department.					
2. Relationship with employees in other departments.					
3. Relationship with your Superior / Manager.					
4. Level of Job Satisfaction					
5. Level of Management effectiveness					

Comments:

D. WORK ENVIRONMENT & CAREER DEVELOPMENT

1. What are positive aspects about working at the organisation?

2. What are negative aspects about working at the organisation?

3. What actions should we take to rectify the negative aspects?

4. What career development opportunities does the organization offer you?

F. EXPLORATION OF POSSIBLE PROBLEM AREAS

AREAS	SATISFACTORY (just tick)	UNSATISFACTORY (give reasons)
Office equipment and facilities		
Employment policies, procedures and practices		
Management style		
Company culture		
Communication style and degree of openness of communication		
Remuneration and benefits		
Training and development		
Advancement opportunities		

Job challenges		
Work/time pressure on employees		
Recognition for good work and performance management		
Encouragement of initiative		
Honesty and integrity		
Trust and Respect		
Caring and Sharing		
Loyalty and Commitment		
Reliability and Supportiveness		
Other, please specify		

G. EXPLORATION OF PERCEIVED UNFAIR DISCRIMINATION AND OTHER EMPLOYMENT EQUITY BARRIERS

CATEGORIES	SATISFACTORY (just tick)	UNSATISFACTORY (give reasons)
Race		
Gender		
People with disabilities		
Recruitment procedures		
Selection criteria		
Appointments		
Job classification and grading		
Remuneration and benefits		
Terms and conditions of employment		
Job assignments		
Work environment and facilities		
Training and development		
Performance and evaluation systems		

