



Staff Retention Policy



TABLE OF CONTENTS

ITEM	CONTENTS	PAGE
1.	Definitions	2 - 3
2.	Purpose	3
3.	Objectives	4
4.	Scope of Application	4
5.	Governing Framework	4
6.	Governing Principles	4 - 5
7.	Criteria for Retention	5 - 6
8.	Mechanism to attract and retain scarce skill, critical competence, high performers and potential.	7 - 14
9.	Responsibility and Procedural Matters	14 - 16
10.	Approval	16

1. DEFINITIONS

1.1 Critical competence

Refers to the proven knowledge, skills, observable behavioural attributes and experiences acquired by an individual to perform effectively and deliver consistently to required levels of output in a strategically placed position.

1.2 Fast Tracking Programme

Refers to a career development programme designated to create opportunities and offering personnel with exceptional abilities, rapid advancement in varied, responsible and fulfilling careers.

1.3 Personal Development Plan (PDP)

Refers to a documented and structured plan that informs employees in what education, training and development they need to improve and become more effective in their present post and that facilitates opportunities for their development to qualify for career progress.

1.4 Mentor

1.4.1 Refers to an employee that is at least one (1) post level higher than the mentee or an acknowledged Subject Matter Expert (SME) responsible for facilitating the development of the mentee and for coordinating and controlling the implementation of the Personal Development Plan (PDP) of as mentee.

1.4.2 A person who is trained and appointed to offer advice and his or her knowledge, wisdom, insight that is useful to the protégé's professional and personal development

1.5 Mentoring

Refers to the process where an experienced person with a serving and inspirational attitude, supports, advises and guides a less experienced person (protégée) through the establishment of a dynamic personal relationship to eventually significantly influence the protégée to develop in the realisation of earmarked potential.

1.6 Retention

Refers to the processes and mechanism implemented by the SASSETA to: Ensure the continuation of services of employees in the SASSETA identified scarce skills or critical competence;

1.6.2 Ensure development of a replacement pool of scarce skills and critical competence;

1.6.3 Identify, protect and develop suitable employees to supplement and succeed in scarce skills and critical competence; and

1.6.4 Acknowledge high performance.

1.7 Critical and scarce skills

Refers to skills that are needed in the SASSETA to attain strategic objectives, but which are in limited supply internally and externally due to the uniqueness and/or complexity thereof and the demand thereon in the open labour market.

1.8 Talent management

Refers to the integrated processes, programmes and systems to develop, nurture and retain scarce skills, critical competence, and high potential or high performance in the SASSETA in the drive to attain strategic objectives.

1.9 Employer

For purposes of this policy, an employer refers to Safety and Security Sector Education and Training Authority (SASSETA).

1.10 Employee

For purposes of this policy, an employee refers to any person who has entered into an employment relationship with SASSETA and those irrefutably deemed to be employees of SASSETA. The term employee in this policy shall also include those on internship programmes and other related programmes.

2. PURPOSE

The purpose of this policy is to regulate the retention of staff process for SASSETA.

3. OBJECTIVES

- 3.1 Attract and retain scarce skills, competence and expertise;
- 3.2 Identify individuals' potential to assume greater responsibility;
- 3.3 Retain high performance;
- 3.4 Develop a pool of skills and potential; and
- 3.5 Ensure effective management of career and succession planning.

4. SCOPE OF APPLICATION

This policy is applicable to all employees.

5. GOVERNING FRAMEWORK

5.1 The following legislations, regulations and documents serve to inform this policy and procedures document:

- 5.1.1 Constitution of the Republic of South Africa, 1996
- 5.1.2 Skills Development Act 97 of 1998
- 5.1.3 Skills Development Levy Act 9 of 1999
- 5.1.4 South African Qualification's Authority Act 58 of 1995
- 5.1.5 National Qualifications Framework Act 67 of 2008
- 5.1.6 White Paper of HR Management in the Public Service, 1997
- 5.1.7 For the successful implementation of retention and a succession management plan, the applicable and relevant existing policies and procedures of SASSETA must be implemented on all levels to ensure referencing in career management practices.

6. GOVERNING PRINCIPLES

The following principles govern the application and interpretation of this policy –

- 6.1 Interventions to retain personnel must be aligned with the HR Strategy of SASSETA and shall form an integral part of HR Management.
- 6.2 Retention and succession interventions shall be underpinned by fairness, equity, accessibility, transparency, accountability, participation and professionalism. This also implies consistency and uniform application of this policy in the management of retention and succession;



- 6.3 Retention Interventions shall primarily be developed and implemented to retain scarce skills and competence in critical positions that have a direct impact on the attainment of strategic objectives relevant to the core business of SASSETA and align with its business priorities and strategic objectives.
- 6.4 Retention interventions must be reviewed on a regular basis in alignment with international, national as well as organisational development and needs.
- 6.5 SASSETA shall commit itself to establishing a corporate image, environment and culture that attracts and retains scarce skills as well as critical competence and talent.
- 6.6 The effective management of available skills, competence and succession planning shall be integrated into all human resources practices in SASSETA.
- 6.7 Internal skills rebalancing shall be surveyed on a regular basis and succession planning must be properly conducted to ensure that identified scarce skills and critical competence is reinforced pro-actively and career mobility ensured.
- 6.8 A multi-disciplined approach of recruitment planning as well as the recruitment and placement of scarce skills and critical competence shall be institutionalised in consideration of retention guidelines.
- 6.9 Retention interventions shall not create unrealistic expectations of either progression or monetary rewards to individual employees, as it may take a number of forms such as professional enrolment with relevant bodies and/ or study opportunities what does monetary rewards individual employees mean? "to" has been added to give meaning to this sentence.
- 6.10 Assessment of identified employees shall be conducted on a continuous basis to inform retention and succession planning but also to identify developmental interventions.
- 6.11 Retention intervention with monetary implications shall be facilitated within the broad banding remuneration dispensation of SASSETA provided for in the HR Policy.

7. CRITERIA FOR RETENTION

SASSETA will consider the staff retention under the following circumstances:

7.1 Interventions to retain employees shall be considered in events where:

- 7.1.1 The level of staff turnover with critical skills becomes noticeably high.

- 7.1.2 Employees possessing scarce and specialised skills relevant to the core business and skills of strategic importance to SASSETA might be lost.
- 7.1.3 Employees occupying critical positions intend leaving SASSETA.
- 7.1.4 A substantial investment was made in the recruitment, placement and development of scarce skills or critical competence; and
- 7.1.5 The recruitment of certain skills is made difficult and not readily available in the open labour markets.

7.2 SASSETA will consider the qualifying criteria for purposes of retention management for the following requirements:

7.2.1 Scarce skills

If an employee possesses one or more of the following that have a direct impact on the core business and strategic objectives of SASSETA:

7.2.1.1 A highly developed skill(s) that is not readily available in the open labour market

7.2.1.2 A scarce, relevant (practicable) formal qualification.

7.2.1.3 Successfully completed training that is rare or potentially difficult to obtain; and

7.2.1.4 People from previously disadvantaged backgrounds with critical skills whose retention will enforce compliance with employment equity.

7.2.2 Critical Competence

Established in-depth expertise in a specific critical functional area or position relevant to the attainment of business priorities and strategic objectives.

7.2.3 High Performers

If an employee's performance is consistently on an exceptionally high level with proven output that contributes directly to the efficiency of a line-function and the attainment of the SASSETA's operational/business/strategic objectives.

7.2.4 Potential

If SASSETA has made a significant investment in the development of an employee with potential to succeed identified scarce skills /critical competence with due consideration of equity targets.



8. MECHANISM TO ATTRACT AND RETAIN SCARCE SKILLS, CRITICAL COMPETENCE, HIGH PERFORMERS AND POTENTIAL

The following mechanisms shall be applied consistently and in a uniform manner to ensure that SASSETA becomes an employer of choice with due regard of the HR Management prescripts, thereby ensuring the inculcation of sound corporate governance principles.

8.1 Organisational Culture

8.1.1 Attractive Organisational Culture

A humane, professional and attractive organisational culture shall be developed and instituted from the most senior to the most junior levels.

8.1.2 Regular organisational Diagnoses

Biennial organisational diagnoses shall be conducted by the structure responsible for organisational development to assess the corporate image, organisational wellbeing, and organisational development areas. Organisational diagnoses and surveys shall also assess shared individual and social values, employees' loyalties toward the SASSETA as well as commitment towards the achievement of strategic objectives.

8.1.3 Organisational Structuring

Changes to the line functions and workforce requirements and the subsequent movement of personnel shall be done according to proper business analyses conducted by the structure responsible for organisational development and design to ensure clarity of line-functional objectives and placement of employees ensuring that their career paths are aligned to organisational needs.

8.1.4 Corporate Communication

Corporate communication shall be utilised to market and sustain a sound corporate culture.

8.1.5 Induction/Orientation Programme

A well-structured and informative induction programme for new appointees' needs shall be implemented to ensure that a professional image of SASSETA is concluded from the onset.



8.2 People Management

8.2.1 Establishing Effective Management Skills

Programmes shall be developed and facilitated by the structure responsible for training and development to equip employees and management with the required competence to manage subordinate employees and line-functional activities effectively.

8.2.2 Ensuring Compatible Management Style

The structure responsible for the placement of employees shall assist in ensuring compatibility between management style and subordinate employees, especially those identified with scarce skills, critical competence, potential and talent.

8.2.3 Change Management

Proper change management shall be institutionalised from the most senior levels to ensure proper communication and implementation of all changes to strategic direction which may affect the stability of such employees as well as the human resources strategy.

8.2.4 Knowledge Management

Knowledge management shall be established as an integrated part of any coaching/mentoring and succession planning programmes as well as the retention of intellectual property. Line managers shall establish sound working procedures in their respective areas to ensure that information and developments are appropriately documented and regularly updated and made available to identified recipients when required.

8.2.5 Managing Absenteeism

Constant absenteeism may lead to unnecessary pressure on remaining capacity, low morale and eventual resignation. Management shall monitor absenteeism and address negative implications thereof as an identified eventuality.

8.2.6 Managing Existing Capacity/Continuity of Functions

Line management shall be responsible for monitoring capacity within their respective structures and ensure that work and opportunities to acquire new skills are evenly distributed and aligned with the equity planning process.



8.2.7 Access to Decision-Maker

Management shall encourage employees with scarce skills to access decision makers and the opportunity to converse directly with senior management on issues to contribute to their motivation, productivity and sense of value adding.

8.3 Positive Recruitment Practices

8.3.1 Multi-pronged recruitment

All stakeholders (for example, line management and human resources) shall participate in the identification of scarce skills, critical competence and potential to ensure that an appropriate and relevant application pool is created. This must also facilitate the identification of potential successors pro-actively and objectively.

8.3.2 Selection and Placement Practices

A process shall be facilitated decisively and professionally to ensure that scarce skills and critical competence are acquired and established timeously.

8.3.3 Pensioners

SASSETA may consider the continued employment of employees reaching retirement age as contract employees for a period not exceeding five (5) years to retain a certain skill or critical competence while recruiting relevant skills. This shall only apply if the line management can provide proof that recruitment started six (6) months prior to the retirement of the concerned employee.

8.3.4 Contract Employees

SASSETA may consider the employment of contract workers/service providers to acquire an identified scarce skill or competence that is critical for the attainment of strategic objectives. Contract employees shall be paid the total remuneration package applicable to their respective positions. For positions not ordinarily in the organisational structure the DPSA rates shall be used (with the possibility to negotiate the rates when necessary and depending on SASSETA affordability).

8.4 Exit Interviewing

Structured and diagnostic exit interviews shall be viewed as a tool to extract valuable information that should inform staff retention. All exit interviews shall be co-ordinated by the HR Department. Information relevant to staff turnover shall be obtained and

analysed by the structure responsible for human resources planning. This must include, but not be restricted to: root causes for staff turnover; turnover rates for specific occupational groups; determining whether staff losses are due to external (i.e. market forces) or internal reasons; establishing whether any trends exist; determining the compromising effects of staff losses on SASSETA's goals and objectives; identifying the skills to be retained; retention methods and solutions to address personnel losses.

8.5 Career Management

8.5.1 Career Planning and Progression

Career assessment and planning shall be done as an integrated part of performance contracting and assessment to assist as a retention mechanism and decrease dependency on external skills potential successors shall be identified and developmental areas (e.g. up skilling of existing expertise, career development) documented in individual personal development plans in alignment with organisational needs.

Employees shall be provided with a clear indication of reasonable career opportunities (career pathing) in the organisation; and a fair opportunity to progress laterally (through transfer or redevelopment) and/ or vertically in occupational areas when the identified performance criteria are complied with.

8.5.2 Performance Management

Performance Management shall be applied as one of the key mechanisms in the identification and retention of scarce skills, critical competencies, high performance and potential. This shall be applied in alignment with the Performance Management policy.

8.5.3 Skills Audit

The structure responsible for training and development shall ensure that a skills audit is conducted on all employees at least every two years to identify both development areas as well as employees who possess scarce or critical competence relevant to their current job and in line with the human resources strategy of the SASSETA. Feedback on findings shall be used to ensure that proactive training interventions are facilitated and that a skills database (talent pool) is maintained.



8.5.4 Changing Work Attitudes

Line management shall monitor the attitude of subordinate employees to ensure that ability is applied as competence and the necessary interventions proposed to address shortcomings.

8.5.5 Training, Development and Up-Skilling of Existing Talent

Line management shall, in consultation with the concerned employee and based on the employee's competency profile, performance appraisal, as well as the operational plan of the structure, address development areas and training as documented in the personal development plan in a planned, prioritised and structured manner, and with due consideration of the allocated training budget.

8.5.6 Acting Capacity

Acting capacity shall be utilised as a tool to expose employees with potential to perform in a critical vacant position on a higher level, e.g. in a managerial capacity for a predetermined/ officially contracted period. During the acting and after the period has elapsed, an assessment shall be done on actual performance, output and proven competence.

8.6 Monetary Rewards and Awards

8.6.1 Individual Performance Rewards shall be determined according to the criteria as stipulated in the Performance Management Policy.

8.6.2 Team Awards

Consideration may be given to award performance with a once-off monetary incentive in recognition of the attainment of critical organisational objectives in a team effort.

8.6.3 Counter-offers

8.6.3.1 If an employee, whose services are considered critical to the strategic objective of the SASSETA, receives an external job offer, the SASSETA may consider matching the offer on condition that the offer is original and made in writing on the letterhead of the concerned company, accompanied by proof of the offered salary package, after a detailed motivation by the employee's manager and the structure responsible for career management.



8.6.3.2 Scarcity of the skills and/ or the competencies that the employee possesses as well as proof of the employee's level of output (performance) should serve as motivation. This may also be applicable where such skill is scarce in a particular designated group of employees.

8.7 Non-monetary Rewards and Awards

8.7.1 SASSETA may utilise non-financial rewards and awards in recognition of outstanding performance, a high level of output and recognition of applied skills to contribute to the motivation of serving employees.

8.7.2 SASSETA may consider the following non-financial rewards in recognition of high performance and application of scarce skills:

8.7.2.1 Provide the option to work flexible hours;

8.7.2.2 Allow employees to leave early or come in late in a given week;

8.7.2.3 Establish an honorary section within the work premises where names and pictures of employees for a particular week or month will be displayed for recognition of hard work.

8.8 Development of Potential

8.8.1 Assessment of Scarce Skills and Critical Competence

Regular assessment of the availability and duplication of scarce skills and critical competence for ensuring capacity building through the effective implementation of retention mechanisms shall be conducted by the structure responsible for human resources planning and human resources development at least once every two years. Any new areas of, and employees with scarce skills and/ or critical competence must be identified.

8.8.2 Assessment of Learning Potential

Learning potential and readiness shall be assessed during applicants' selection phase to assist in identifying possible protégés for occupational areas identified with scarce and critical competencies.

8.9 Flexible working

8.9.1 Employees of SASSETA may request for changes in their working pattern but should take into account the needs of the team / fellow employees and the service when making such request;



8.9.2 Supervisors and the CEO have the responsibility (and to a certain extent in some cases a legal obligation) to give such requests careful and serious consideration and to be as flexible in accommodating them as the needs of the service and the staff group as a whole allow;

8.9.3 SASSETA employees do not have an automatic right to change the way they work, nor do SASSETA have an absolute right to resist or to impose change. Supervisors and employees have the responsibility to work together in an open, flexible and consultative manner to balance these issues locally without the need to involve the executive management of SASSETA.

8.10 Appraisal

8.10.1 SASSETA employees and their direct supervisors are encouraged to adhere to the appraisal events as a form of their ongoing relationship;

8.10.2 The process shall include a session where the supervisor and an employee will discuss achievements, strengths and areas for development, and to set personal objectives for the year ahead;

8.10.3 All SASSETA employees must be appraised annually, as a minimum.

8.10.4 This clause must be read in conjunction with the Performance policy. In the event the steps set out herein are in contradiction with the provisions of the performance policy, the latter shall prevail.

8.11 Communication

8.11.1 SASSETA recognises the importance of good channels of communication and urges the supervisors to keep their staff informed and its employees to take advantage of the information systems. The information may be disseminated through the following channels:

8.11.2 Intranet – internal means of electronic communication (e.g outlook, team view etc)

8.11.3 Staff brief – periodical direct communication from the CEO/executive Management which is disseminated to all the employees through face to face briefings;

8.11.4 Meetings – gatherings in the form of periodical staff meetings; and

8.11.5 Staff notice board – notices placed on the notice boards for the attention of all employees.



8.12 Opportunities to raise issues

8.12.1 SASSETA employees have opportunity to raise issues that they have concerns about, in the first instance through available means as enshrined in the grievance policy;

8.12.2 This clause is to be read in conjunction with the grievance policy.

8.13 Work environment

8.13.1 It is the responsibility of both SASSETA and its employees to ensure that SASSETA working environment is conducive to the parties;

8.13.2 SASSETA shall ensure a conducive work environment to motivate its employees to perform their work much better;

8.13.3 The environment should be inviting for the employees to learn from their mistakes;

8.13.4 The environment should be able to recognise the employee's job well done;

8.13.5 The environment should have a platform to value employees who are performing well and make them feel valued; and

8.13.6 Employees are expected to ensure that their actions do not pose a difficulty on their fellow colleagues to perform by making the work environment not conducive.

8.14 Effective induction methods

8.14.1 It is acknowledged that the employee's first weeks of employment are very much crucial for establishing the employed commitment to employment. As such the supervisors and HR department are urged to lay a foundation for future commitment by being part of the employee's induction process;

8.14.2 New employees will receive a well-structured and dynamic induction programme that stretches from the employee's first day of work until they are thoroughly introduced to their job.

9. RESPONSIBILITY AND PROCEDURAL MATTERS

The structure responsible for human resources management shall be responsible for drafting a procedural manual providing advice and support to managers to assist them in preparing plans for the development of employees to address the skills and

competency needs of the organisation in alignment with guidelines and mechanisms stipulated in this policy.

9.1 Responsibility of Senior Management

9.1.1 Executive Management shall oversee the development of the Human Resource Strategy to provide direction to the acquisition of the SASSETA's human resources over the medium and long term. The strategy must be informed by a stable workforce structure and establishment as well as budgetary issues.

9.1.2 Identification of scarce and critical competence (as defined in this policy) within the SASSETA shall not be determined through a consultative process by the structure responsible for human resources management under the guidance of the Seniors Manager: Corporate Services. (to be clarified) Consideration shall be given to:

9.1.2.1 Skills and capabilities critical to the SASSETA current and future strategic objectives and success.

9.1.2.2 Emerging workforce trends (e.g. lack of competent agent handlers) that impact directly on SASSETA's ability to deliver its core business.

9.2 Responsibilities of HR Department

Executive Manager: Corporate Services shall be responsible for overseeing that the following functions are performed:

9.2.1 Overseeing the implementation of the framework strategy.

9.2.2 Reviewing the defining of scarce skills and critical competence within the SASSETA on regular basis at least once every 2nd year, in line with international developments.

9.2.3 Initiating and coordinating a biennial process to identify areas/ employees with scarce skills and/ or critical competence and employees with potential in the SASSETA.

9.2.4 Benchmarking recruitment practices in the labour market and ensuring that effective and efficient recruitment, selection and appointment practices are established and implemented to acquire scarce skills timeously.



9.2.5 Monitoring the implementation of a retention strategy with due consideration for the:

9.2.5.1 Alignment of the development of scarce skills within the framework of organisational objectives;

9.2.5.2 Correct interpretation of the concept of scarce skills;

9.2.5.3 Implementation of effective and efficient recruitment methods (talent spotting, head hunting, network) to acquire scarce skills;

9.2.5.4 Retention of intelligence in trade/craft;



9.2.5.5 Forewarning against the retention or over-remuneration of "deadwood"/redundant scarce skills at unnecessary costs; and

9.2.5.6 Silo function and resistance to knowledge transfer.

9.2.6 Providing assistance and guidance to line managers on how to implement retention and succession management in identified areas; and

9.2.7 Establishing and sustaining a database of employees with scarce/critical skills and employees earmarked to acquire these skills.

10. APPROVAL

Document Name	Staff Retention Policy
Year of Current Review	2021/2022
Year of Next Review	2026/2027
Review process championed by the Chief Executive Officer	
Name of the CEO	Mr Thamsanqa Mdontswa
Signature: 	Date: 24/06/2022
Document reviewed and recommended for approval by HR and Remuneration Committee	
Name of the Chairperson	Ms Motlalepula Molefe
Signature: 	Date: 2022-06-24
Approved by the Board	
Name of the Chairperson	Mr Chris Mudau
Signature: 	Date: 24/06/2022