

RECRUITMENT AND RETENTION STRATEGY

COMMENTS – PERSONNEL MANAGER

1. HOW BEST TO RETAIN THE ORGANISATION'S BEST EMPLOYEES

- The correct recruitment and selection practices must be designed and re-designed to suit the level of service delivery within the context of Local Govt. *i.e. Once every 10 years for the process/es to be re-evaluated. Thereby ensuring the correct person for the right job... ..*
- Review the compensation benefit system. Offer of attractive and competitive benefit packages with relevant components such as funeral cover, flexible hours, loco. schemes and relocation etc. in conjunction with the market related rates.
- Set timeframes iro. Scarce skills identification. These surveys should be aligned to the demographics and geographical locations *iro. e.g. the artisans/technical staff.*
- To establish a defined process for the regular grading of these posts, whilst attempting to maintain a realistic PCMP. *e.g. ISF. Technical posts with entry level of NQF 6.*
- To review the absence of uniformity within the bands on the current Patterson Grading System and to afford laxity to the C and the D bands, which on the current system of job evaluation, houses majority of the technical posts in CSP & ISF.
- The Attraction/Recruitment Process of Employment for Technical posts has been amended to make provision for adverts to include 'Total cost to Employer' packages for the respective posts.
- The HRD. Sub-unit critically examine the possibilities to establish knowledge sharing thru' training sessions, presentations, monitoring and more especially team assignments.
- Set up the appraisal system for the employees on the lower level, and implement a performance managed system for the middle and higher management levels. In both instances realistic assessment parameters are to be agreed upon with the appropriate incentives benefits provided for.
- The above will ultimately enable the organization to recognize excellent performance, and especially, link to pay performance.
- Communicate goals, roles and responsibilities so that officials are aware of the management's expectations. This should inevitably be included in the programme of orientation and induction.
- Adequate and relevant opportunity for career-pathing and personal growth through training and development must be catered for.
- Encourage social development by establishing programmes of team building, setting up of challenging exercises etc. This should be done by taking into consideration the concept of urbanization, its effects on the council, service delivery and the dire need of individual social acceptance and recognition.
- This organization is affected by the issue of HIV/AIDS. To assist all those employees affected by and infected with the HIV/AIDS virus it therefore

becomes imperative for management to render relevant and fitting advice to its employees regarding the measures that one may need to employ to balance the work and home life. To allow for flexibility in respect to time off/starting times/core business hours etc.

- Ultimately to educate the employees on the avenues to resource in addressing issues of disciplinary and grievance. These systems provide for issues of appropriate corrective action to be taken to address workplace issues. These avenues create an environment where employees are able to demonstrate respect for colleagues and contemporaries at all times, or the process of open and transparent communication to be applied at all times, for the managers to open debate and extract information from the employees thereby subtly motivating to perform, never to ridicule or shame officials/managers/peers.



RETAIN SKILLED /QUALIFIED OLDER EMPLOYEES

It is evidentially clear that in certain organizations, more especially as with the council of late, that the older worker capital should be retained.

The case in point is the SBU- ISF, which has recently suffered an exodus of voluntary retirements. Many persons, 55 years and older who are still retired and are passionate about work are looking for opportunities to be productive. Many of these employees suffer totally with the burn-out syndrome, which ultimately lends itself to frustration with the daily functions of the job. So in the absence of attractive alternatives in the workplace, these older employees are then forced into the unnecessary, early retirement zone.

To overcome the above mentioned utilization barriers, it is imperative that this organization offer incentives to attract and retain the older, skilled group of employees. Flexible HR policies can assist in shifting the paradigms, and create procedures and systems which fulfill the unique needs of the older employees. This council can focus efforts on changing the attitudes of the managers and workers alike.

Emphasis must be placed on valuing the ageing employees and its incredible amount of human capital.

As we may all agree older employees will ultimately leave the organisation. . Without proper knowledge transfer programmes in place, valuable knowledge and memory will walk out the door with these employees. Skills and knowledge transfer programmes must refer to programmes that will assist define, capture, manage, disseminate and measure information.

TRAINING AND DEVELOPMENT IN STAFF RETENTION

Currently in the Municipality, the younger skilled / degreed employees are constantly looking for ways in which the council can provide them with opportunities for growth, and training. Therefore it becomes necessary for the council to constantly seek out opportunities to invest in and build the employee's commitment through extensive training and development, thereby ensuring compliance to legislation as well (SDA). It should be anticipated that the execution of these programmes will tend to have a positive impact on staff retention by not only positioning employees as fully competent in their current jobs but also preparing and laying the foundations for greater opportunities within council.

While the human capital development function must be taken very seriously, accountability for skills development and knowledge sharing of the employees, to keep up with the dynamics of transformation, does not rest with the SG&HR Business unit alone, but more especially with line supervisors. It should therefore become a collective responsibility between the employee and the organization.

It is essential for the Municipality to devise developmental programmes at every level to provide a platform for growth.

Talent management is one of the tools that this organization can use to identify, track, reare, position and retain good quality talent.

It must be acknowledged that talent management systems can be effectively implemented and will yield excellent results for future middle management, senior management and specialized positions in council.

Here again, in SBU'S like CSP and ISF.

This organization has experienced the benefits of Learnership Programme initiated by the SASDA.

On the job training (OJT) is another tool which may be embarked upon to retain the employees in this organization. This programme should be linked to the induction/orientation programmes, and employee's progress constantly monitored.

In conclusion the success of the training and development plans for council as a retention strategy should be measured by re-visiting production levels, in regard to service delivery, customer satisfaction, and the turnover stats of staff on the holistic view. Conversely the performance appraisal system can be employed to measure each employee.

This T&D of employees could be linked with performance management, whereby integrated skills based human capital processes are used.

This integrated approach will have to be initiated in the recruitment stage of the employment process.

Skills based selection interviewing is by far one of the strongest tools which can be used in any organisation's recruitment and retention strategy.

Since the Msunduzi Municipality is a creature of legislation and very dynamic, as she plays her role as the third sphere of government, All of the above cannot be looked at in isolation, and must therefore be read in conjunction with the various relevant legislations (SDA/AA/EEQ/BE. etc)

It should be recorded that the Report on Scarce Skills: Recruitment and Retention of Staff, ISF , as presented to the Executive Committee, is supported. However it should be noted that the exodus of staff was eminent when one takes into account the average ages of the managers who exited in the organization.

It should also be acknowledged that other factors have also influenced these exits. While the country is experiencing a tremendous shortage of skills and also based on the anticipation of the build up to the 2010 mania, it is suffice to say that the ISF, has borne the brunt of the skills shortage, which has impacted upon service delivery.

Which leads me to question, "What of the corporate strategy and its implementation, this organisation's vision and it's goals?" As a manager who was just placed 18 months ago, what may one then ask of the past managers out at electricity?

