



the dr&pw

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Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

# **DEPARTMENTAL POLICY ON STAFF RETENTION AND CRITICAL SKILLS MANAGEMENT**

Version 2  
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## 1. DEFINITIONS AND ACRONYMS

<b>“APP”</b>	Means Annual Performance Plan, which is a medium-term plan of the Department, covering a period of three (3) years.
<b>“Career Development”</b>	Career Development is the series of activities or the on-going/lifelong process of developing one’s career in order to move toward a personally determined and evolving preferred future. It usually refers to managing one’s career in an intra-organizational or inter-organizational scenario. It involves lifelong learning and training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one’s own business.
<b>“Career Development Plan”</b>	Developing a Career Development Plan involves the proactive planning and implementation of action steps towards an individual’s career goals.
<b>“Career Path”</b>	Career Path refers to the growth of the employee in an organization. It refers to the various positions an employee moves to as she/he grows in an organization. The employee may move vertically most of the time but also move laterally or cross-functionally, in order to move to a different type of job role.
<b>“CFO”</b>	Means Chief Financial Officer.
<b>“Critical Skills”</b>	Refer to particular capabilities needed within an occupation, for example, general management skills, communication and client handling skills, team-work skills, communication technology skills, etc. It also refers to skills that are critical to certain professions, like engineering, quantity surveying, accountancy and practising law. Critical skills refer to particular skills within an occupation, or the qualitative deficiencies that may exist or develop in the skills apparatus of the existing workforce.
<b>“Department” (DR&amp;PW)</b>	Means Department of Roads and Public Works, Northern Cape Province.
<b>“DPSA”</b>	Means Department of Public Service and Administration, which is a

	national government department.
<b>“EE”</b>	Means employment equity.
<b>“EHWP”</b>	Means Employee Health and Wellness Programme.
<b>“EPMDS”</b>	Means Employee Performance Management and Development System.
<b>“Executing Authority” (EA)</b>	The Executing Authority refers to the MEC responsible for a department, as defined in section 1(1) of the Public Service Act, Act No. 103 of 1994, as amended, except with regard to the appointment and other career incidents of a Head of Department, in which case it means the Executing Authority as contemplated in section 3B of the abovementioned Act.
<b>“Exit Interview”</b>	An exit interview is a wrap-up meeting between management representatives and an employee who is leaving the Department, either voluntarily or through termination or transfer. The purpose of the interview is to gather useful feedback that can help guide future practices and improve the recruitment and retention of staff.
<b>“External Advertising”</b>	This refers to an external recruitment strategy by which the departmental Human Resource Management and Development (HRM&D) unit will systematically search the employee pool outside its own employees to fill positions. Many organizations use advertisements in newspapers, job search websites, job fairs and referrals from current employees to fill positions.
<b>“HDIs”</b>	Means historically disadvantaged individuals.
<b>“Head Hunting”</b>	Head Hunting, also known as executive search, is a specialised recruitment action or service used to source candidates for senior, executive or other highly specialised positions in organizations. Although head hunting can be undertaken by the recruiting organization itself, the method usually involves commissioning a third-party organization, typically an executive search firm or possibly a standalone consultant, to research the availability of suitable candidates working for related organizations/businesses. Having

	identified possible recruits that match the client's requirements, the executive search firm may act as an intermediary to investigate whether the individual might be interested in moving to a new employer and also carry out initial screening of the candidate, negotiations on remuneration, and the employment contract.
<b><i>"Head of Department (HOD)", who is the Accounting Officer (AO)"</i></b>	The Head of Department (HOD), according to the Public Finance Management Act (PFMA), 1999, (Act No. 1 of 1999), as amended, is also the Accounting Officer (AO). The PFMA clarifies the responsibilities of the Head of Department.
<b><i>"HR"</i></b>	Means Human Resources.
<b><i>"HRM&amp;D"</i></b>	Means Human Resource Management and Development.
<b><i>"HRM&amp;DRC"</i></b>	Means Human Resource Management and Development Review Committee.
<b><i>"Internal Advertising"</i></b>	Refers to any method of identifying, attracting and communicating with job candidates from within an organization. It can also be considered as internal recruitment. There are many different mechanisms, some formal and some informal, that can be used to identify candidates of quality internally.
<b><i>"Induction Checklist"</i></b>	An induction checklist identifies tasks and actions that need to be addressed at each phase of new employee induction. The checklist is tailored to suit the needs of the Department.
<b><i>"JE"</i></b>	Means job evaluation.
<b><i>"Job Rotation"</i></b>	This refers to a design technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and a wider variety of skills to enhance job satisfaction and to cross-train them.
<b><i>"MEC"</i></b>	Means Member of the Executive Council, who is the Political Head of the Department (called the "Executing Authority"). The difference between the offices of the Executing Authority and that of the Accounting Officer (HOD) is that the MEC is responsible for policy

	choices and outcomes, while the HOD takes responsibility for implementing the policy and achieving the outcomes.
<b>"MTEF"</b>	Means Medium Term Expenditure Framework.
<b>"Organizational Culture"</b>	<p>Refer to the values and behaviours that contribute to the unique social and psychological environment of an organization.</p> <p>Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in:</p> <ol style="list-style-type: none"> <li>(1) the ways the organization conducts its business, treats its employees, customers, and the wider community;</li> <li>(2) the extent to which freedom is allowed in decision making, developing new ideas, and personal expression;</li> <li>(3) how power and information flow through its hierarchy; and</li> <li>(4) how committed employees are toward collective objectives.</li> </ol>
<b>"Occupation"</b>	Refers to the work that a person does: a person's job or profession.
<b>"Performance Agreement"</b>	"Performance" is defined as the "execution of an action." The quality of the execution is left up to the interpreter and the people who witness the execution. In a professional context, performance expectations can't be left up to interpretation. A performance agreement is often used to ensure quality performance criteria are met.
<b>"Performance-linked Incentive/Reward"</b>	A Performance-linked Incentive (PLI) is a form of payment from the employer (the Department) to an employee, which is directly related to the performance output of an employee and which may be specified in a Performance Agreement. PLI may either be open-ended (does not have a fixed ceiling) or closed-ended (has an upper ceiling which is normally stipulated in the Performance Agreement).
<b>"Performance Management and Development"</b>	This concept includes activities which ensure that goals are consistently being met in an effective and efficient manner.

	Performance management can focus on the performance and development of an organization, an employee, or even the processes to develop a product or service. The concept is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities.
<b>“Personal Development Plan” (PDP)</b>	A Personal Development Plan is an action plan based on awareness, values, reflection, goal-setting and planning for personal development within the context of a career, education, or for self-improvement. The PDP usually includes a statement of one's aspirations, strengths or competencies, education and training, and stages or steps to indicate how the plan is to be realized. Personal development plans may also include a statement of one's career and lifestyle priorities, career positioning, analysis of opportunities and risks, and alternative plans (Plan B), and a <i>curriculum vitae</i> (CV).
<b>“Post”</b>	Posts in organisations are related to organizational structure, which defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. Posts are structured according to criteria such as hierarchy, remuneration level, occupation and profession.
<b>“Potential for Development”</b>	Having or showing the capacity to develop into something in the future, referring to latent qualities or abilities that may be developed and lead to future success or usefulness.
<b>“PSCBC”</b>	Means Public Service Coordinating Bargaining Council.
<b>“PSETA”</b>	Means Public Service Sector Education and Training Authority.
<b>“PSR”</b>	Means Public Service Regulations.
<b>“Scarce Skills”</b>	Scarce skills are usually measured in terms of occupation or qualification. The term refers to those occupations characterised by a scarcity of qualified and experienced people (current and anticipated) – in other words, occupations in which numerical imbalances exist in employment because of a difference between the demand for and the supply of skills.



"SL"	Means salary level.
"SMS"	Means Senior Management Service.
"Staff Attraction"	Staff Attraction focuses on attracting employees to join an organisation through specifically designed recruitment and selection strategies.
"Staff Development"	<p>Staff Development encompasses all types of facilitated learning opportunities, including credentials such as academic degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage. There are a variety of approaches to staff development, which includes the following:</p> <ol style="list-style-type: none"> <li>1) <i>Case Study Method</i> - The case method is a teaching approach that consists of presenting the employees with a case and putting them in the role of a decision maker facing a problem.</li> <li>2) <i>Consultation</i> - to assist an individual staff member or group of staff members to clarify and address immediate concerns by following a systematic problem-solving process.</li> <li>3) <i>Coaching</i> - to enhance an employee's competencies in a specific skill area by providing a process of observation, reflection, and action.</li> <li>4) <i>Communities of Practice</i> - to improve professional practice by engaging in shared inquiry and learning with people who have a common goal.</li> <li>5) <i>Lesson Study</i> - to solve practical dilemmas related to intervention or instruction through participation with other professionals in systematically examining practice.</li> <li>6) <i>Mentoring</i> - to promote an individual's awareness and refinement of his or her own professional development by providing and recommending structured opportunities for reflection and observation.</li> <li>7) <i>Reflective Supervision</i> - to support, develop, and ultimately evaluate the performance of employees through a process of inquiry that encourages their understanding and articulation of the <i>rationale</i> for their own practices.</li> <li>8) <i>Technical Assistance</i> - to assist individuals and their organization to improve by offering resources and information, supporting</li> </ol>

	networking and change efforts.
<b><i>“Staff Retention”</i></b>	Staff Retention is a process of ensuring that employees with valued or crucial skills or experience in a scarce/critical field where recruitment is difficult are kept within the service of the Department by using various techniques.
<b><i>“Staff Turnover”</i></b>	Staff Turnover is the number or percentage of employees who voluntarily or involuntarily leave the Department’s employment in comparison with the number or percentage of employees who stay in the Department’s employment over a certain period of time, generally a calendar year. Turnover ratio is a useful measurement, a finger on the pulse of employee satisfaction within an organization.
<b><i>“Strategic Objectives”</i></b>	Strategic Objectives are based on the core philosophy of the Department. They form part of a long term plan on which the Department operates to achieve its mission and vision. Strategic Objectives clarify what exactly is to be achieved by the Department and how this will help in the broader perspective of the Department’s mission and vision. In contrast, there are what is known as Operational Objectives, which in comparison, are short term goals whose attainment brings an organization closer to its strategic or long term goals. They specify a clear and measurable outcome of a business operation or process to be achieved over a given period (usually one fiscal year).
<b><i>“Succession Plan”</i></b>	This refers to the continuous process of identifying, assessing and developing organizational leadership in order to enhance the overall performance of the Department. Through this process, the best individuals are recruited and constantly trained to develop their knowledge and skills so that they can assume more challenging roles as and when required. This process basically helps in building the bench strength and ensures a seamless transfer of management in the event of loss of a key employee, creation of new jobs, expansion activities, promotions or redesign of the organization.
<b><i>“TLT Complex”</i></b>	Refers to the Tebogo Leon Tume (TLT) Office Complex, which is the Head Office of the DR&PW, in the provincial capital city, Kimberley, which forms part of the Sol Plaatje Local Municipality.

<b><i>“Value for Money”</i></b>	This refers to the utility derived from every purchase or every sum of money spent. Value for money is based not only on the minimum purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase or money spent.
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## **2. INTRODUCTION**

- 2.1 The DR&PW is committed to consistent and effective service delivery through empowered employees. It is generally agreed that the achievement of the Department’s strategic objectives is largely dependent on its ability to attract and retain high calibre individuals. This is particularly important with regards to defined critical occupations and ensuring adequate succession.
- 2.2 This policy document seeks to address the aspects that could assist the Department to retain employees with critical scarce skills through different strategies, which will be aligned to Human Resource Principles and the legislative framework.

## **3. POLICY OBJECTIVES**

- 3.1 The objectives of this policy is to provide a framework and mechanism for the retention of competent staff members and employees with identified critical or valued skills in the DR&PW.
- 3.2 This will also enable the DR&PW to manage productivity, avoid loss of institutional knowledge and minimize recruitment, appointment and training costs.
- 3.3 Retention of employees shall not be automatic and will be at the discretion of the Executing Authority or her/his delegate, aligned to appointment delegations in the Human Resources Delegations of Authority, 2006.

## **4. REGULATORY FRAMEWORK**

- 4.1 The DR&PW Strategic Plan.
- 4.2 The DR&PW Annual Performance Plan (APP).
- 4.3 The DR&PW Compilation of Policies on Fraud, Corruption and Ethics Management, called “The Plan”.
- 4.4 The Provincial Recruitment and Selection Policy, as adopted by the DR&PW.

- 4.5 The departmental Affirmative Action and Employment Equity Plan.
- 4.6 The departmental Policy on Bursaries/Study Aid.
- 4.7 The departmental Monitoring and Evaluation (M&E) Policy Framework.
- 4.8 The departmentally adopted Provincial Job Evaluation (JE) Policy.
- 4.9 The Public Service Regulations, 2016.
- 4.10 The Constitution of the Republic of South Africa Act, Act No. 108 of 1996.
- 4.11 The Employment Equity Act, Act No. 55 of 1995, as amended.
- 4.12 The Skills Development Act, Act No. 97 of 1998, as amended.
- 4.13 The Public Service Act, Act No. 103 of 1994, as amended.
- 4.14 The Labour Relations Act, Act No. 66 of 1995, as amended.
- 4.15 PSCBC Resolution, No. 2 of 2004.
- 4.16 The SMS Handbook, 2003.
- 4.17 The Framework for Identifying and Monitoring Scarce and Critical Skills, DPSA, September 2005.
- 4.18 Managing Staff Retention - An Information Guide for Government Departments, DPSA, March 2006.

## **5. SCOPE OF APPLICATION**

- 5.1 This policy is applicable to all employees of the DR&PW, appointed in terms of the Public Service Act, 1994, as amended.
- 5.2 The identification of critical or valued skills will be based on principles of objectivity and non-discrimination.
- 5.3 Posts with critical functions to achieve the departmental core business and therefore require specialized skills shall be identified.

- 5.4 The organizational culture of continually developing staff shall be maintained in line with the Skills Development Act, 1998, as amended and the Employee Performance Management and Development System (EPMDS).
- 5.5 The organizational culture of creating and sustaining a pleasant and humane working environment where employees are afforded an opportunity to thrive shall be emphasized and managed.
- 5.6 The potential and reason for leaving the Department shall be determined by conducting exit interviews, but especially staff morale assessment surveys continually before staff indicate their intention to leave.
- 5.7 The career development plan should by no means be misconstrued to be creating expectations for either promotion or monetary rewards.
- 5.8 Information about an employee's career path must be kept confidential. Employees must be reasonably informed about their performance status in the organisation and can be generally, but not specifically, informed about their career prospects within the organisation.

## **6. REASONS WHY EMPLOYEES LEAVE**

- 6.1 Employees leave the Department for various reasons. Some of these reasons are due to unavoidable circumstances which are beyond the control of the Department, for example the death of an employee or personal reasons such as retirement, the employee's health or family relocation.
- 6.2 On the other hand, employee turnover is avoidable and can be managed. These avoidable reasons for staff turnover include the following:
  - 6.2.1 **Financial Considerations**, where employees leave because they are offered better salaries and/or service benefits elsewhere.
  - 6.2.2 **Work Environment**, where a poor work environment leads to unhappy employees and makes other job opportunities attractive to them. Examples of issues giving rise to a poor work environment are:
    - a) Low morale amongst employees and line managers. Employees can often experience dissatisfaction with their jobs, work environment or managers.
    - b) Little or no motivation of employees.
    - c) Lack of or limited strategic direction.
    - d) Lack of leadership or communication. Competent employees will leave the DR&PW if they believe that the leadership and management style is stifling advancement/progression and are

unprofessional. Ineffective or non-existent channels to communicate their concerns, may lead to frustration amongst employees.

- e) Poor work challenges and a poorly managed or unhealthy, stressful and unacceptable work environment leads to employees being unhappy at work and makes other job opportunities more attractive to them.
- f) Lack of empowerment opportunities for employees.

6.2.3 **Career Development**, where employees cannot grow within their existing work environments and pursue career opportunities elsewhere. It is important to realize that employees want to develop in their career and increase their competence and will continually search for developmental opportunities inside or outside of the DR&PW.

6.2.4 **Affirmative Action and Employment Equity**, due to skills shortages amongst historically disadvantaged individuals (HDI's) and groups, there is competition and even poaching for those employees who have the required skills to ensure compliance to the employment equity (EE) targets. Both the public and private sectors have to comply with laws relating to affirmative action or employment equity and because there are still skills shortages amongst HDI's, there is a huge demand for those who have acquired special skills. The DR&PW is no exception in falling prey to constant movement of HDI's from one employment to another in fulfilment of the EE targets of different organisations.

6.2.5 **Resistance to Change**, because all organisations, including the DR&PW experience change, and when this occurs, some employees may not agree or adapt to these changes as a result of a general fear of the "unknown" and may leave the Department.

6.2.6 **Leadership and Management Style**, where employees leave the Department because they believe the management style is stifling growth or where managers are not people-focused. In some situations employees' growth are stifled due to inaccurate performance assessments and the failure to identify appropriate development opportunities.

6.2.7 **Lack of Effective Grievance Procedures**, which result in employees becoming disillusioned and frustrated and in turn resulting in employees leaving the Department.

6.2.8 **Unrealistic Expectations**, which can occur in instances where prospective appointees or the Department might have had unrealistic expectations about the prospective job or appointee, resulting in reality shocks and dissatisfaction once appoints are made.

## 7. THE IMPACT OF EMPLOYEE LOSSES

- 7.1 The impact to the Department resulting from employees leaving cannot easily be quantified, yet the costs to the DR&PW can be substantial when considering the following:
- a) Loss of efficiency and the impact on service delivery during the employee's notice period.
  - b) The loss of organizational memory.
  - c) The costs incurred from recruitment and selection.
  - d) Increased training costs.
  - e) Loss of efficiency and the impact on service delivery during the new employee's orientation and induction period.

## 8. CRITERIA FOR THE RETENTION OF EMPLOYEES

In order for retention to be applied consistently across the Department, employees must comply with the following criteria, which must be approved by the MEC or her/his delegate as per the Appointment Delegations in the Human Resource Delegations of Authority, 2006. It must be emphasized that the retention of employees shall not be automatic and shall be at the discretion of the DR&PW.

- 8.1 All requests for an employee to be retained must be made in writing, accompanied by relevant motivation and supported by the respective responsibility manager, prior to the employee assuming duty in the new position. Applications for retention shall not be entertained if the employee has already assumed duty in the new position.
- 8.2 Requests to retain employees on higher notches within the employee's existing salary levels shall apply when the employee has been offered a position where the salary notch falls within the existing salary level. In this situation, the retention offer shall constitute an additional eight notches from the employee's existing notch or the maximum notch of the salary range in respect of those employees who are less than eight notches from the maximum notch of the salary level. Notch progression shall not exceed the maximum notch of the salary range and shall be applicable from the 1<sup>st</sup> day of the month after approval has been obtained from the MEC: Roads and Public Works (DR&PW) or her/his delegate.
- 8.3 Requests to retain employees on higher salary levels shall be considered subject to the availability of equivalent posts on the approved organizational structure, on condition that the vacant posts are funded and have been subjected to JE and that the employee being retained meets the appointment requirements specified for the higher graded post. The effective date shall be applicable from the 1<sup>st</sup> day of the month after approval has been obtained.

- 8.4 All requests for retention of employees must be subject to written confirmation of the availability of funds to address the additional expenditure that will be incurred through the retention, provided by the respective Responsibility Manager.
- 8.5 Preference should be given to those retention applications which would promote transformation and representation in the Department, with priority being given to occupations classified as scarce skills.
- 8.6 In a case where retention is required for an employee who has attained the compulsory retirement age, such retention shall be addressed through *an additional to the establishment* arrangement where the employee shall enter into a fixed term contract with the Department not exceeding two (2) years in duration.

## **9. ADDITIONAL RETENTION STRATEGIES OVER AND ABOVE REMUNERATION**

Employees are individuals who have different priorities and requirements, thus remuneration is not the only strategy that can be adopted to retain the services of an employee. The following retention strategies can therefore also be adopted by respective line managers to retain the services of an employee:

### **9.1 Orientation**

Both formal and informal orientation is important to an employee to help them form impressions of the Department and the people with whom they will be working; it provides the employee with a sense of security and belonging resulting in the employee wanting to remain in the Department and to make a positive contribution.

### **9.2 Employee Performance Management and Development System (EPMDS)**

- 9.2.1 The timely and correct implementation of the Approved EPMDS may also serve to retain employees.
- 9.2.2 It is important that clear and realistic key performance areas, activities, performance measures and outputs are identified which will also be associated with timely and fair assessments of all employees.
- 9.2.3 EPMDS shall also be used to identify and address employee development interventions which support the employee in becoming productive within the shortest period of time possible.



9.2.4 Lastly, where employees have been identified as deserving recognition for awards and progression, such recognition must be accorded in a timely fashion and in a manner appropriate to the recognition.

### **9.3 Provision of a Conducive Working Environment**

9.3.1 Employees provided with the appropriate and reasonable equipment, facilities and amenities in the workplace will be less frustrated as they will be able to undertake the duties expected from them, thereby eliminating the reasons that give rise to a desire to leave the Department due to poor working conditions.

9.3.2 The consistent and appropriate implementation of prescripts in the Department, results in all employees being treated equally, thus preventing employees from feeling as though they are being prejudiced.

9.3.3 The provision and implementation of appropriate skills development interventions and bursary opportunities aligned to the applicable departmental HRD policies can also serve to retain employees as employees realize and appreciate the DR&PW's commitment to employee development.

9.3.4 The management styles of line managers also play a major role in the retention of employees. Line Managers must always endeavour to:

- a) Develop and maintain open channels of communication and promote information sharing.
- b) Develop and maintain clear performance standards and job descriptions.
- c) Respect employees as the multi-faceted individuals they are, including their cultural diversities.
- d) Recognise high achievers by awarding non-monetary awards through:
  - i) certificates/letters of appreciation;
  - ii) praise and the allocation of more challenging duties;
  - iii) delegation of authority where necessary.
- e) Develop and implement career management strategies.
- f) Applying discipline consistently and fairly.
- g) Exercise reasonableness and trust in the employee.
- h) Manage complaints and grievances in a prompt, fair, consistent and progressive manner.

### **9.4 Employee Health and Wellness Programmes (EHWP)**

9.4.1 As additional strategies to retain employees, the DR&PW shall also commit to undertake and host various Employee Health and Wellness Programmes providing information and awareness to employees on a wide range of social issues, ranging from financial planning and entrepreneurship skills to healthy lifestyles, health awareness and alcohol and substance abuse awareness sessions.

#### **9.4.2 Qualitative Work-Life**

- a) Offering work-life balance options:
  - i) Recognising family responsibilities/obligations.
  - ii) Effective employee health and safety and, wellness programmes.
  - iii) Improving manager/employee relationships with regard to improved communication channels to enable employees to express their concerns, complaints, views and suggestions openly and freely as well as to ease access to information (e.g. provision of well-managed suggestion boxes and employee meetings).
  - iv) Improved relations include doing away with the practices of continually discrediting subordinates instead of giving them support.

#### **9.4.3 Effective Use of the Referral System through the EHWP on Managing Work-Life Training**

- a) The Department is also committed to supporting and assisting employees through the EAP, whereby personalised services and interventions are rendered to employees in need of assistance.
- b) All referrals shall be confidential in nature and in terms of relevant prescripts.

### **9.5 Team Building**

To improve morale and team work within the DR&PW, the Department shall also undertake appropriate team building sessions, subject to the availability of funds and approval from the MEC: Roads and Public Works (DR&PW) and/or her/his delegate.

### **9.6 Implementation of Exit Interviews**

To further understand why employees are leaving the Department and to attempt to prevent employees from leaving, an Exit Interview Questionnaire, attached to this policy as Annexure A, shall be completed prior to the employee leaving the Department.

#### **9.6.1 Exit Interviews must be well structured and well organized:**

- a) An exit interview is a management tool aimed at interviewing employees that leave the DR&PW, so as to extract constructive and valuable positive or negative information that can be used to improve the situation and morale of the remaining staff with an ultimate objective of improving the situation that lead to the resignation of the employees and also as a method of reducing staff turnover.
- b) Such interviews shall be structured using the questionnaire designed (see Annexure A) as to allow the leaving employee to view out the reason(s) for leaving the Department. The questionnaire of the exit interviews was designed by the Chief Directorate Corporate and Management Services with the Directorate HRM&D, as well as the Policy and Research

Management Unit and is based on human resource principles. The Directorate Legal Services provided support as far as the legal implications are concerned.

- c) Exit interviews change organisational threats into opportunities for improvement. For exit interviews to be successful, it is essential that the interviewee be given an unambiguous guarantee in writing that no information emanating from the exit interview shall be used against her/him. The information shall only be used for enhancing efforts towards the attraction and retention of staff.
- d) The Directorate HRM&D shall facilitate the training of all supervisors throughout the Department to conduct exit interviews.

### **9.6.2 Conducting Exit Interviews:**

- a) All employees that have tendered resignations or transferred out of the Department shall be interviewed at least one (1) month prior to leaving the Department by a representative from the applicable HRM&D component, either from Head Office (TLT Complex) or a District Office, depending on where the exiting employee is based.
- b) The Exit Interview Questionnaire shall thereafter be forwarded to the Manager: HR at Head Office within five (5) working days of completion thereof for analysis and the development of appropriate strategies to prevent future losses of employees.
- c) The Office concerned must ensure safekeeping of the report and also send a copy to the Chief Director: Corporate and Management Services for monitoring according to the prescribed format.

## **9.7 Career Development and Succession Plan**

### **9.7.1 Career Development**

- a) The work plan will be the guiding tool for career development in efforts of retaining the existing staff with critical scarce skills, as it will be a tool in order to address the needs of an employee.
- b) In consultation with the supervisor, the employee should complete the work plan form with the individual performance improvement measures indicated.
- c) The employee needs that are highlighted must be forwarded to the HRM&D directorate to analyse whether they are in line with departmental needs to achieve the mission and vision of the DR&PW.

### **9.7.2 Succession Plan**

- a) A succession plan database must be compiled from career discussion outcomes and must be kept confidential and in the custody of HRM&D.

- b) HRM&D must identify potential key competencies to be developed in the light of the identified succession plan positions.

### 9.7.3 Classification of Employees for Career Development and Retention Purposes

- a) Managers will be expected to indicate and categorise employees according to the following:

- i) **High flyers:**

- These are employees who are high performers as per the performance management policy and are ready for promotion and are in possession of scarce/critical expertise and/or skills. Employees categorised as high flyers will be placed on the succession plan list, which will be utilised as a pool to draw from whenever vacancies arise. However, such candidates must meet the minimum requirements and must have skills for the identified post. HRM&D will be the custodian of the succession plan list and will accordingly advise managers whenever a vacancy arises.

- ii) **Managing High flyers is important.**

- The management of high flyers include the delegation of responsibilities and autonomy as well as extending the latitude of discretion to deserving employees, granting an opportunity to manage employees or a responsibility to manage a special project.

- iii) **Potential for development:**

- Employees who have been identified by management as having potential for development must be placed on an accelerated development programme. Employees classified as "having potential for development" will have a personal development programme aimed at specifically addressing and closing the skills gap. Once the programme has been completed successfully these employees can be moved to the succession plan list.

## 9.8. Retention Strategy through the Recruitment Process

The Provincial Recruitment and Selection Policy, which was adopted by the DR&PW, will serve as a guideline to the retention strategy of the critical and scarce skills that the Department is in need of to fulfil its strategic objectives.

### 9.8.1 Advertising of Posts

- a) In line with the *Provincial Recruitment and Selection Policy, 2018*, which was adopted by the Department, the DR&PW must ensure that all funded vacant posts (including permanent and fixed term contract posts) that have been subjected to job evaluation are so advertised in order to reach, as efficiently and effectively as possible, the entire pool of potential applicants, especially persons historically disadvantaged and persons with a disability. A funded vacant

post shall be advertised within six (6) months after becoming vacant and be filled within twelve (12) months after becoming vacant.

#### 9.8.1.1 Advertising in the Media

- a) Scarce skills or specialised posts as well as posts on senior management service level (SL 13 and above) shall be advertised nationally both inside and outside the Public Service.
- b) The DR&PW shall advertise any other vacant posts on salary levels two (2) to twelve (12), as a minimum, within the Department, but may also advertise such post as follows:
  - i) in the Public Service;
  - ii) locally; or
  - iii) nationwide.

#### 9.8.1.2 Public Service Vacancy Circular

- a) When advertising outside the Department, the DR&PW shall also advertise in the Public Service Vacancy Circular issued by the DPSA.

#### 9.8.1.3 Pool of Potential Employees

- a) An advertisement contemplated in subsections 9.8.1.1 and 9.8.1.2 above, may be utilised to create a potential pool of employees for a period of not more than six (6) months from the date of advertisement to fill any other vacancy in the DR&PW if:
  - i) the job title, core functions and inherent requirements of the job and the salary level of the other vacancy is the same as the post advertised; and
  - ii) the selection process contemplated in Section E: Selection and Interview Process of the **Provincial Recruitment and Selection Policy, 2018**, has been complied with.

### 9.9 Broadening the Scope and Focus of the Interviewing Panel

9.9.1 The main focus of the Interviewing Panel shall not only be on assessing, and determining the relative suitability of candidates in terms of their competencies and potential, but attention shall also be paid to addressing other critical factors that can lead to premature departure of newly appointed staff.

9.9.2 The Panel shall provide a full motivation of the envisaged strengths and weaknesses of the on-the-job performance of each candidate.

### 9.10 Enhancing the Organizational Culture of Recognizing Positive Effort and Staff Achievement

#### 9.10.1 Performance Management and Development

- a) Each and every employee of the DR&PW must have a performance agreement, which is cascaded from the work plan and is valid for a period of twelve (12) months.
- b) The performance agreement must indicate clearly, the outputs to be achieved.

- c) The outputs must be specific and measurable with clear time frames for achievement.
- d) The performance must be assessed four (4) times per financial year.
- e) The performance agreement shall also indicate “enablers” i.e., the tools, skills and resources (both human and financial) that the employee requires in order to enable her/him to deliver on the expected outputs.
- f) The quarterly assessment scores will be averaged to determine the final score at the end of the twelve (12) months period. This will ensure that the employee is recognised for sustained performance.
- g) Based on the skills scarcity principle, the employee's performance will then be recognised and the employee will receive a performance-linked incentive (PLI).
- h) It is therefore expected that performance management will feed into discussions on the career path of an employee, since the two are not mutually exclusive.

### **9.11 Incentives/Rewards for Good Performance**

9.11.1 In line with chapter four (4), part five (5) of the Public Service Regulations, 2016, measures must be applied to enhance a positive attitude in recognition of improved employee productivity through the implementation of a financial performance incentive scheme, as well as non-monetary rewards, in recognition of an employee's excellent performance and best suggestions, improvements and innovations.

9.11.2 Such schemes shall be inculcated as part of the management style and organizational culture of the DR&PW.

### **9.12 Financial Incentive Scheme**

9.12.1 The Public Service Regulations, 2016, provides that the HOD of the DR&PW shall establish a written departmental performance incentive scheme-

- a) determining the nature, rules and control measures of the scheme;
- b) communicating the nature and rules of the performance incentive scheme to all employees;
- c) ensuring that employees who implement the quality and quantity control measures of the scheme are not entrusted with the implementation of that scheme in relation to themselves;  
and
- d) including provisions for the introduction of non-financial incentives, if deemed appropriate.

### **9.13 Suggestions, Improvements and Innovations**

9.13.1 If an employee makes a suggestion, improvement or invention of exceptional value to the Department or the public service as a whole:

- a) the State shall have the right of use of any such suggestion and improvement or invention;  
and
- b) the Executing Authority may reward the employee through any non-monetary reward.

9.13.2 In order to encourage excellent suggestions, best improvements, creativity and innovation, an environment that allows bounded/guided/managed discretion, judgement and intellectualism must be nurtured.

9.13.3 These shall be carried out through the presentation of awards such as "Inspector of the Year" awards and "Secretary of the Year" awards, among others, to be presented by the EA or his/her delegate.

9.13.4 These awards shall be recognised by the awarding of **certificates of achievement**, which shall clearly state the area of achievement and reasons for such an award. A special slot shall also be made available in the **staff communiqué (Newsletter)** with **pictures** and **names** of "Achievers of the Month or Year". A **picture** of the employee shall be posted in the **foyer** where such an employee works.

9.13.5 These awards shall be regarded as **prestigious awards** and should therefore only be awarded under special circumstances.

9.13.6 Clear criteria shall be formulated to **indicate** under what circumstances such awards can be given, such as the following:

- a) Recommendation from internal colleagues and/or external clients.
- b) Motivation from the employee's supervisor.

9.13.7 In addition to the above, it shall also be part of the organizational culture and management style to ensure that employees are congratulated informally as well, so as to ensure that their positive efforts do not go unnoticed.

**9.13.8 Greater value for money:**

The Department must operate in a manner that will provide the greatest value for money. To that end, Managers should reorganise work so that when an employee moves up a salary level her/his job should increase in complexity or responsibility.

**9.13.9 Skills and Levels to be Counter Offered:**

Counter offers can only be effected for identified and agreed scarce skills and management posts. This implies that the Department must develop and maintain an effective and efficient information system on salaries to all its employees.



## 9.14 Human Resource Management and Development (HRM&D) Reviews

- 9.14.1 HRM&D must establish a Human Resource Management and Development Review Committee (HRM&DRC), which will be chaired by the Chief Director: Corporate and Management Services and should include all Directors and staff representatives from all programmes.
- 9.14.2 The main purpose of the review is to conduct and confirm employee classification that will assist the Directorates/District Offices to conduct HRM&D reviews based on the succession plan.
- 9.14.3 The reviews shall involve managers to discuss the position of each employee and future career path and the final classification of the employees. This will assist in removing any bias that a supervisor might have when categorising employees.
- 9.14.4 HRM&D Reviews must be conducted on an annual basis.

## 9.15 Job Rotation/Enlargement with the Aim of Multi-Skilling

- 9.15.1 Job rotation should be utilized as an important approach for achieving job satisfaction, making the job more challenging, enhancing skills and knowledge and ultimately assisting in employee retention. It shall be implemented through "on the job" training by the relevant supervisor/manager.
- 9.15.2 Management should rotate employees within their respective Directorates or business units. However, care shall be taken to ensure consultation with employees first before embarking on job rotation so as to ensure a buy-in.
- 9.15.3 Employees should be continually trained with relevant development programmes that puts them on par with their peers in the job market and thereafter be supplied with the necessary modernized work-tools and be allowed space to practice the skills they have acquired.

## 9.16 Employee Wellness

### 9.16.1 Qualitative Work-Life

- a) Offering work-life balance options taking the following into consideration:
- i) Recognising family responsibilities/obligations.
  - ii) Offering controlled flexi-time.
  - iii) Excessive performance of overtime.
  - iv) Effective employee health and safety and, wellness programmes.
  - v) Improving manager/employee relationships with regard to improved communication channels to enable employees to express their concerns, complaints, views and suggestions openly and freely as well as to ease access to information (e.g. making provision for well-managed suggestion boxes and employee meetings).
  - vi) Effective use of the referral system through the EHWP on managing work-life training.



- vii) Improvement of relations, which include doing away with the practices of continually discrediting subordinates instead of providing them support.

## 9.17 Scarce and Critical Skills

### 9.17.1 Identification of Scarce and Critical Skills:

Through the outcomes of the skills audit process, there has to be identification and classification of the current skills needs and the future needs of the Department.

### 9.17.2 Identification of Key Posts for Evaluation

- a) Scarce skills must be clearly defined by the Chief Directorate: Corporate and Management Services within the context of the organisation in the Department.
- b) Posts in which skills are difficult to obtain, must be **put forward** by supervisors with some motivation for classification under this category and must be subjected to a thorough JE process to determine the appropriate levels of the jobs.

### 9.17.3 Attracting Scarce and Critical Skills: Head Hunting

- a) Recruitment shall also be conducted by means of head hunting, over and above what this departmental policy states, but with due consideration of Section B: Head Hunting (Skills Search) of the *Provincial Recruitment and Selection Policy, 2018*.
- b) The Graduate Internship Programme may also be considered, and can be achieved by engaging specific institutions of higher learning in this regard for recruitment.
- c) This individual-based method of recruitment can be used to seek and identify suitably qualified candidates for positions where difficulty is experienced to recruit suitably qualified candidates as well as candidates from historically disadvantaged groups.
- d) This method shall be used only in conjunction with the normal advertising of vacancies, which means that an identified suitable candidate shall be requested to apply for the advertised position, where after the normal processes will apply.
- e) In cases where no suitable candidates are identified during the final interviews, further headhunting shall be undertaken. At least two (2) candidates shall be identified and interviewed by the same panel and against the same criteria used during the initial interviews.

## 9.18 Re-active Retention (Counter Offer)

9.18.1 Re-active retention may take place when an employee submits her/his letter for a job offer to his/her immediate supervisor, and after such supervisor has liaised with the Chief Director of Corporate and Management Services.

9.18.2 The following important aspects as far as the conditions for re-active employee retention must, however be taken into consideration in this regard:

- a) **Employees on SL 2 to 12:**

- i) In terms of the Public Service Regulations, 2016, specifically regulation 44, chapter 4, part 1, an Executing Authority (MEC) may set the salary of an employee above the minimum notch of the salary level indicated by the job weight-
  - ✚ if she or he has evaluated the job;
  - ✚ if she or he requires to retain or recruit an employee with the necessary competencies;
  - and
  - ✚ she or he shall record the reason why the higher salary was awarded.
- ii) In terms of paragraph 12 of the Incentive Policy Framework linked to the departmental performance management system for employees on salary levels one (1) to twelve (12) in the Public Sector, employees on a personal notch on the salary scale (therefore on a notch above the maximum of the salary scale) level attached to her/his post shall not qualify for pay progression, but shall receive any usual salary adjustments on the salary scale.
- iii) The employee may be retained on condition that his/her current position has been job evaluated, as mentioned in section (i) above and the delegated authority can then approve a higher salary level or remuneration band to the job position. When such an employee retires or leave the DR&PW, the level of the position will revert to the level indicated by the JE System.
- iv) Should an employee within the DR&PW be offered a higher salary level, by either another department or another public or private entity, the CFO may recommend, with the support of the relevant Chief Director, that an offer for a higher salary notch/level be made to such employee, in terms of Public Service Regulation 44, sub-regulations 2, 3 and 4.
- v) Sub-regulation 2 of Public Service Regulation 44 specifically states that the setting of a higher salary notch to retain an employee (called the "counter offer") shall only take place on the first day of the month following the date of approval, if-
  - ✚ the employee has received an employment offer (called the "external offer") from any other body or organ of state;
  - ✚ the DR&PW has verified the validity and content of the external offer;
  - ✚ the counter offer made is limited to the salary notch closest to the external offer; and
  - ✚ the counter offer shall not exceed the salary level of the post.

## 9.19 Re-active Employee Retention Criteria

9.19.1 All of the following criteria must be complied with when considering a counter offer to an employee:

- a) Possession of critical/valued/specific skills.
- b) Written proof that he/she was promoted to another department/organisation or has received a job offer with a higher salary package.
- c) HRM&D must confirm with the department/organisation offering the higher salary package, the authenticity of the written offer.

- d) The employee has completed at least twelve (12) months actual service in her/his position and has been subjected to a formal performance assessment and his/her performance is above the agreed standards of performance.
- e) Confirmation by the relevant Programme Manager that funds are available on the MTEF.

9.19.2 In addition, the impact of recruiting and selecting a suitable candidate within a reasonable period of time, as well as the cost and time needed to train and develop a new employee must be taken into consideration.

## **9.20 Retention of SMS Staff Members (SL 13 to 16)**

9.20.1 A Senior Management Service (SMS) member may be retained in her/his current position and awarded a higher inclusive, flexible remuneration package above the maximum of the job weight or be awarded a higher remuneration band on condition that her/his current position has been evaluated.

9.20.2 In terms of paragraph 15.4(12) of chapter 4 of the SMS Handbook, members who are awarded a higher remuneration band by the Executing Authority (EA/MEC) (in terms of part V.C3 of chapter 1 of the Public Service Regulations) that does not correlate to the job weight attached to their job, shall not qualify for pay progression in the higher remuneration band linked to the job weight. However, they will be eligible for annual salary cost of living adjustments.

## **10. ROLES AND RESPONSIBILITIES**

- 10.1 The Executing Authority (EA) or his/her delegate shall utilise his/her discretion to determine the appropriate salary level for employees whose services are considered critical for the accomplishment of the departmental core business, in terms of the provisions of the Public Service Act, 1994, as amended and the Public Service Regulations, 2016, and after JE has been performed.
- 10.2 The HOD shall provide support for the retention strategies indicated in this policy.
- 10.3 The Executive Manager (Chief Director): Corporate and Management Services and the Senior Manager (Director): HRM&D will be the sponsors and the drivers of the Career Development and Retention Strategy for all the employees. These officials will also be responsible to monitor and evaluate the implementation of retention strategies and the impact of these against the vacancy rate of the Department.
- 10.4 The Manager (Deputy Director): HRM&D will be responsible for the following as far as this policy is concerned:

- a) Provide advice and guidance regarding the provisions of this policy and to ensure consistency in implementing the provisions of the policy within the Department.
- b) Monitor and analyse employee retention and turnover rates within the Department.
- c) Evaluate, recommend and report on the outcome of exit interviews conducted within the various reporting periods.
- d) The Manager responsible for HRM&D shall ensure that all information obtained in the completed exit interview forms shall be kept confidential.
- e) HRM&D shall keep the records of all the employees on the Career Development Programme.

10.5 The role of Line Managers is explained in paragraph 9.3.4 above.

## **11. COMMUNICATION**

- 11.1 It is the responsibility of the employer, through his/her delegates, to inform the employees of the DR&PW whenever there are new developments within the Department, especially if these developments will have an impact on employees' work arrangements, by means of, amongst others, Internal Memo's and the Internal Newsletter *Re A Aga* and information sessions.
- 11.2 Upcoming job opportunities within the DR&PW, including the relevant skills experience and academic qualifications required, must form part and parcel of such communication. This will develop trust between the employees and the employer.

## **12. MONITORING AND EVALUATION (M&E)**

The monitoring and evaluation for the effective implementation of this policy will be carried out by the departmental Monitoring and Evaluation (M&E) Unit, in conjunction with the Directorate Human Resource Management and Development (HRM&D), on an ongoing basis.

## **13. POLICY REVIEW AND AMENDMENT**

- 13.1 Compliance to the provisions of this policy shall be undertaken by the HRM&D directorate at the Tebogo Leon Tume (TLT) Complex, which is the DR&PW Head Office, and the necessary corrective action shall be applied where non-compliance has been observed.
- 13.2 The assessment to determine the effectiveness and appropriateness of this policy will be done five (5) years after its effective date. The assessment could be performed earlier than five (5) years to accommodate any substantial structural or other organizational changes at the Department or any change required by law.

- 13.3 This policy shall be reviewed to specifically factor in changes in legal frameworks, organisational development, political and economic trends, as well as the outcomes of monitoring and evaluation processes.
- 13.4 Deviations from this policy must be approved by the HOD.
- 13.5 This policy is effective from the date of its approval.

## 14. APPROVAL OF THE POLICY AND DATE OF EFFECT

*This policy is Approved / Not Approved*

*Comments:*

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HEAD OF DEPARTMENT

30-03-21  
DATE











**9. Have you seen any illegal acts taking place within the department?**

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**10. Do you feel your training was adequate?**

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**11. Were you satisfied with your working conditions?**

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**12. Are security arrangements appropriate in the Department, if not, how could they be improved?**

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the dr&pw

Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

## INTERNAL MEMO

<b>DATE:</b>	18 MARCH 2021	<b>REF. NO.</b>	
<b>TO:</b>	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
<b>FROM:</b>	THE DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES		
<b>SUBJECT:</b>	SUBMISSION FOR APPROVAL OF REVIEWED DEPARTMENTAL POLICY DOCUMENTS		

Dear Ms. Bekebeke

Please find attached the final drafts of the reviewed departmental policy documents on Moveable Asset Management; Staff Retention and Critical Skills Management; Sexual Harassment; Redeployment ; and the Emergency Evacuation Plan, for your perusal and consideration. The above mentioned policy documents has been circulated departmentally for consultation and inputs for review, and it is hereby submitted for approval by the Acting Head of Department (HOD).

Regards,

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Mr. T. Ferreira  
Manager: Policy and Research Management Services



**the dr&pw**

Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

## INTERNAL MEMO

<b>DATE:</b>	18 MARCH 2021	<b>REF. NO.</b>	
<b>TO:</b>	THE HEAD OF DEPARTMENT (HOD)		
<b>FROM:</b>	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
<b>COPY:</b>	THE CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES		
<b>SUBJECT:</b>	<b>SUBMISSION FOR APPROVAL OF REVIEWED POLICIES</b>		

### Purpose

1. The purpose of this submission is to obtain approval from the Head of Department (HOD) for the operationalization within the Department of the following reviewed departmental policy documents:

- ✚ Policy on Moveable Asset Management;
- ✚ Policy on Staff Retention and Critical Skills Management;
- ✚ Policy on Sexual Harassment;
- ✚ Policy on Redeployment; and
- ✚ Emergency Evacuation Plan;

### Recommendations

1. The above mentioned reviewed policy documents have been circulated departmentally by the Communication and Marketing Unit to consult the staff members in order to provide an opportunity for inputs toward the review of said policy documents.

**SUBMISSION FOR APPROVAL OF REVIEWED DEPARTMENTAL  
POLICY DOCUMENTS**

- 2. It is therefore recommended that the Acting HOD approve these reviewed versions of these policy documents as Departmental policy.
  
- 3. Please see e-mails attached of the Evidence of Departmental Consultation.



\_\_\_\_\_  
MS. B. BEKEBEKE  
DIRECTOR: STRATEGIC PLANNING MANAGEMENT  
Recommended / Not Recommended

23/03/2021  
\_\_\_\_\_  
DATE



\_\_\_\_\_  
MS. A. MFOTSANG  
CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES  
Recommended / Not Recommended

2021-03-26  
\_\_\_\_\_  
DATE

\_\_\_\_\_  
MS. R. GREWAN  
ACTING HEAD OF DEPARTMENT  
Policies Approved / Policies Not Approved

\_\_\_\_\_  
DATE



the dr&pw

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Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA

**EVIDENCE OF CONSULTATION WITH  
DEPARTMENTAL STAKEHOLDERS**

**REVIEWED DEPARTMENTAL POLICIES  
ON:**

- ✚ MOVEABLE ASSET MANAGEMENT;**
- ✚ STAFF RETENTION AND CRITICAL SKILLS  
MANAGEMENT;**
- ✚ SEXUAL HARASSMENT;**
- ✚ EMERGENCY EVACUATION; AND**
- ✚ REDEPLOYMENT**

**SUBMISSION FOR APPROVAL  
18 MARCH 2021**

**From:** DRPW-Info  
**To:** andre.jooste17@gmail.com, arpinm7@gmail.com, c28robertson@gmail.com, denice...  
**Date:** 2/5/2021 2:10 PM  
**Subject:** POLICY REVIEW: SEXUAL HARASSMENT AND SKILLS RETENTION  
**Attachments:** Approved DR&PW Staff Retention & Critical Skills Man Policy - 12-12-2016.pdf

Good day Colleagues,

Please find attached the DR&PW Policy on Skills Retention, which is under review. This policy is for all departmental staff members for consultation purposes. The due date for inputs from staff members towards the review of this policy is also Friday, 12 February 2021. Inputs can be sent via e-mail to [tferreira@ncpg.gov.za](mailto:tferreira@ncpg.gov.za)

For any clarification or more information regarding the above-mentioned document, kindly consult with Mr. Tom Ferreira, Manager: Policy and Research Management Services.

Thank you

Regards

Communications & Marketing Services