



Ref. No. SU/BOM/1.15

Date 31/03/2024

EMPLOYEES' ATTRACTION AND RETENTION POLICY

1. PREAMBLE

(a) Purpose

The purpose of this policy is to set out the employee attraction and retention policy for the University.

(b) Strategic objectives of the university

It is generally agreed that the achievement of the University's strategic objectives is largely dependent on its ability to attract and retain high-caliber employees. This is particularly important for defined critical occupations, strategically critical employees, and ensuring adequate succession.

2. PRINCIPLES

(a) Attraction and retention rests on the following key principles :

- (i) Managing people well to ensure directed and motivated employees.
- (ii) Paying people competitively and rewarding superior performance.
- (iii) Developing employees and retaining the best by providing perpetual learning and challenge.
- (iv) Establishing a work-life culture and climate that is attractive and supportive.

(b) Each of the four principles has to be weighed and balanced within a practical attraction and retention strategy.

3. OVERARCHING POLICY

Attraction and retention policy operate within the boarder initiatives of talent management. These include, but are not limited to, skills development, employee development, mentorship, performance management, employment equity and employee relations.

4. INITIATIVES

- (a) A formal collaborative process between Human Resources and Management will be employed to identify candidates, but attraction and retention remains primarily the responsibility of the Management.
- (b) Attraction and retention initiatives will include monetary and non-monetary interventions, and will be approached objectively and holistically.
- (c) The University shall recruit strategically-critical employees whose attraction and retention are critical to ensure the achievement of key strategic goals. Although not mandatory, candidates in this group are likely to be senior decision makers. The identification of these key individuals is based on a set of guiding criteria which rests within the discretion of the Executive Management Team.
- (d) The University shall identify certain succession candidates. This category comprises a group of employees identified for succession purposes as demonstrated by their performance and potential, inclusive of the employment equity candidates. This involves identification of employees with potential to advance to key positions within the University.
- (e) The University shall adopt market and best practices in its initiatives to attract and retain employees. This will be achieved by retaining employees who see the University as a great place to work in and this is determined largely by the quality of leadership and good management practices which entail :
 - (i) Respectful treatment of all employees at all levels
 - (ii) Trust between employees and senior management
 - (iii) Job Security
 - (iv) Opportunities to use their skills and abilities at work
 - (v) Remunerating employees well
 - (vi) Rewarding exceptional performance
 - (vii) Developing employees
 - (viii) Communicating openly and sharing information
 - (ix) Caring for their employees
 - (x) Recognizing achievement publicly and celebrating successes
 - (xi) Not tolerating poor performance but practices to improve their performance through imparting them skill enhancement training

- (xii) Developing and maintaining a reputation as being “an employer of choice”. This reputation is often best promoted by own employees
- (f) Employee job satisfaction and engagement factors are key ingredients of employee retention programs. The importance of addressing these factors is obvious, but actually doing so takes time and these tasks are often left for another day. However, the payoff of focusing on employee retention - in terms of increased performance, productivity, employee morale and quality of work, plus a reduction in both turnover and employee - related problems is well worth the time and financial investment. The bottom line is that by managing for employee retention, University will retain talented and motivated employees who truly want to be a part of the University and who are focused on contributing to the University's overall success
- (g) Learnerships and Interns. As part of promotion of skills development, the University as an academic institution shall take a lead in encouraging faculties/departments and units to take on board learnerships and interns. The Human Resources shall champion this cause by ensuring that at least one percent of employees are on learnership programs and interns are scattered around the faculties/departments and units.

5. ACTIONS

- (a) In attracting and retaining of employees, the University shall employ the following actions :

- (i) **Recruitment.**

Recruitment practices can strongly influence turnover, and considerable research shows that presenting applicants with a realistic job preview during the recruitment process has a positive effect on retention of those new hires. Before recruitment of a new employee, there must be well defined Job Description and Key Result Areas for that particular post for which the candidate is being recruited.

- (ii) **Socialization**

Turnover is often high among new employees. Socialization practices delivered via a strategic onboarding and assimilation program can help new hires become embedded in the company and thus more likely to stay. These practices include shared and individualized learning experiences, formal and informal activities that help people get to know one another, and the assignment of more-seasoned employees as role models for new hires

- (iii) **Training and development**

If employees are not given opportunities to continually update their skills, they are more inclined to leave

(iv) Monetary interventions

Salary surveys will be used to benchmark salaries and benefits accurately with at least one standard salary survey for all staff categories per annum.

(v) Guaranteed salary

To maintain competitive guaranteed salaries of employees with critical occupations on the 75th percentile of the national market for certain staff categories indicated in 4 (c) and 4 (d) above. Seniors must continually ensure that they have up to date information with regard to employees in the critical skills category and ensure that their packages support retention.

(vi) Exit and retention interviews

Turnover of staff will be reviewed quarterly and interpreted by the Human Resources Department who will identify and address areas of concern with regard to remuneration in consultation with other seniors. The Human Resources Department will report to their Reporting Officer from time to time. Line Managers shall conduct retention interviews as an on-going interaction to ensure that the University understands the issues which may increase the risk of losing key skills.

(vii) Market Premium on Guaranteed Salary

- In certain defined cases, it may be necessary to pay a market premium to attract or retain skills within critical occupations. This should be decided by the Vice Chancellor and the Human Resources Department according to the following provisions :
- The market premium is used primarily when the market has changed quickly
- The market premium is set at a maximum amount of up to 15% above current guaranteed salary
- The market premium is defined as a separate item in the remuneration package, distinct from the guaranteed salary
- The market premium is not guaranteed and can be removed or adjusted in consultation with the employee as circumstances dictate or as the guaranteed salary is brought in line with market trends

(viii) Benefits

- This includes the following benefits:
- Provident fund

- Medical aid/facilities
- Accidental Insurance
- Housing subsidy
- Staff housing where employees pay a nominal rental
- Study assistance for employees and their dependents
- All types of Leaves as per the existing rules of the University
- Assistants for Research projects

(c) **Non-monetary Interventions**

These depends on management skill and effort, are often less tangible and are also far harder to copy.

(d) **Management interest and accessibility**

A culture of caring, knowing and interest can be established if the leadership and the middle management and supervisory personnel develop this behaviour as a strength that adds significantly to retention and well-being of employees.

6. PERFORMANCE MANAGEMENT

- (a) While high performance and critical skills may be rewarded, poor performance must be adequately managed. Market-leading practices thrive in a high-performance culture.
- (b) Personnel and Career Development. Personal and intellectual challenge rate as a top priority amongst skilled employees. The University is in a position to aid the attraction and retention of skills and key employees by providing :
- (i) Formal training by means of subsidized study assistance programs
 - (ii) International; exposure/experience by means of seminars and workshops
- (c) Quality of Life. The University boasts an environment that enhances the quality of life. The University provides facilities that include a clean office environment, security, housing units, subsidized water and electricity, subsidized staff meals during office hours, and sports and recreation facilities.
- (d) Support Services. The University provides quality support services including, Human Resources, Administration, Payroll, Technical and Information Technology Support which reduces bureaucracy and enhances quality of life. Managers shall receive constant coaching on the management of

subordinates as their behaviour is a key determinant of how people experience their immediate work lives. Managers shall take steps to promote a positive and enabling climate for performance to take place.

- (e) Recognition. The University shall create a well-managed recognition program that can contribute towards considerable contribution to the well-being of employees and the culture of the University.

7. IMPLEMENTATION

The governance and management structure regarding attraction and retention initiatives is made up of the following:

- (a) Line Management shall be responsible for the preparation of nominations, motivations and management of staff.
- (b) The Human Resources Division shall be responsible for receiving and proposing selection criteria, reviewing all nominations prior, and preparing all matters for approval to the Vice-Chancellor.
- (c) The Vice-Chancellor: all issues regarding attraction and retention will be approved by the Vice-Chancellor.

8. CONTROL, REPORTING AND AUDITING

The attraction and retention initiatives are subject to sound and accountable management practices. These will be achieved through :

(a) Control


The attraction and retention process will be facilitated by the Human Resources department which will review turnover reports, surveys, and any other information and will report formally to the Executive Management Team.

(b) Reporting

The formal reports mentioned above in 8 (a) will be tabled every six months and will detail the status of attraction and retention as well as recommendations and improvements.

(c) Auditing

An internal audit will be conducted into remuneration practices for the attraction and retention of candidates once a year to ensure compliance and sound practice. A formal report will be issued to the Audit Committee for approval.


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