



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

---

OFFICE OF  
**THE PREMIER**

# **PROVINCIAL HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT POLICIES**

**2026**

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## **A. ACKNOWLEDGEMENT**

The Provincial Human Resource Policy Manual was developed and approved on 12 May 2021 by EXCO. This policy manual is the latest version of a series of consulted editions, which guides all the employees on the use and management of human resources. This edition explains concepts and other issues relating to human resource management in simple and understandable terms.

## **B. PREFACE**

The Limpopo policy imperatives on Human Resource Management & Development (HRM&D) Policy Manual is a compendium of policies which focus on building a capable and developmental state, reducing poverty, inequality, and unemployment, and improving the province's economic competitiveness. Key goals include professionalising the public service, promoting equity and representivity, enhancing skills and lifelong learning, and linking HRD to strategic goals and performance management.

Key policy imperatives Human Resource Management (HRM) is designed to ensure that matters such as recruitment, selection and appointments are done in an open, fair and transparent manner. Appointment of fit and proper officials in appropriate positions and meritocratic based retention of talented officials with proven track record of excellent service delivery together with succession planning are the cornerstone of Human Resource Planning (HRP). Deliberate interventions to transform the public service such as Employment Equity (EE) are cardinal to entrench organisations that function in accordance with the democratic ethos.

The health profile of the public servants is coordinated through policy positions of Health and Productivity Management. Healthy public servants will be able to push back the frontiers of poverty, unemployment and inequality. And it is imperative that the public receive government services in conducive environment which are aligned to the applicable Occupational Health and Safety requirements. The policy essentials of Employee Health and Wellness provide framework to manage and entrench psychosocial wellness in the public service. Labour Relations policy outlines pivotal measures to address disputes, if any, within the workforce and detail processes to implement consequence management.

The policy imperatives of the Human Resource Development (HRD) include such matters as skills development and lifelong learning Improve national skills levels, provide suitably qualified and deserving with bursaries, access to education and training opportunities. In essence, HRD promotes a culture of excellence in skills

development and on-the-job training with transformative interventions such as developmental programmes. The entrenchment of digital technologies as part of the reforms towards the future of work is supported by policies to skills, reskill and upskill the public servants. Therefore, HRD policy encourages that skills development and training initiatives are linked with public services organizational goals.

The policy manual has to be read in conjunction with the Public Service Regulations, Public Service Act, PSSCBC Resolutions, and DPSA Directives. Where any provision in this policy contradicts the Public Service Act and/or Regulations, the latter shall prevail. The provisions of this policy are binding on all employees of the Provincial Administration, subject to the approval of the Executive Authority, to the extent indicated in the different policies of this document.

The policy manual has five sections as stated below:

SECTION 1: Organizational Development and Job Evaluation

SECTION 2: Human Resource Management

SECTION 3: Human Resource Development

SECTION 4: Employee Health and Wellness Programmes

SECTION 5: Labour Relations

### **C. DEVIATION AND DEFAULT**

Deviation on any policy within the HRM&D Policy manual should be directed for the attention of the Director General for consideration. Non-compliance with all policies shall be dealt with in terms of the Public Service Disciplinary Code and Procedures.

### **D. INCEPTION DATE**

The inception date for these policies will be the first day of the month after approval by the Executive Authority.

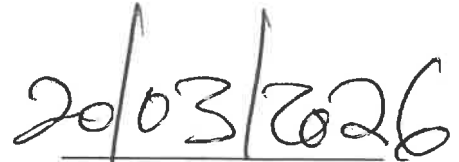
**E. REVIEW OF THE POLICY**

The Provincial HRM&D policies shall be reviewed after every 60 months (5 years) or as and when may be deemed necessary by the EA or change in policy directives.

**Recommended/Not Recommended**



Mr Nchabeleng N. S  
Director General

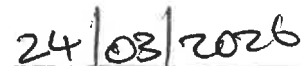


Date

**Approved /~~Not~~ Approved:**



Dr. Ramathuba P.C  
Premier: Limpopo Provincial Government



Date

## F. ACRONYMS

<b>Acronym</b>	<b>Meaning</b>
MPSA	Minister for Public Service and Administration
EA	Executive Authority
DG	Director General
HoD	Head of Department
DDG	Deputy Director General
CFO	Chief Financial Officer
CD	Chief Director
EXCO	Executive Council
SMS	Senior Management Services
MINMEC	Ministers and MECs meeting
PSCBC	Public Service Co-ordination Bargaining Council
ODP	Organisation Design Practitioner
CCPLP	Coordinating Chamber of the PSCBC in Limpopo Province
DPSA	Department of Public Service and Administration
OTP	Office of the Premier
M&E	Monitoring and Evaluation
NDP	National Development Plan
LDP	Limpopo Development Plan
OSD	Occupational Specific Dispensation
CORE	Code of Remuneration
SP	Strategic Plan
MTEF	Medium Term Expenditure Framework
SDG	Sustainable Development Goals
PERSAL	Personnel Salary System
JE	Job Evaluation
SONA	State of the Nation Address
SOPA	State of the Province Address
SDM	Service Delivery Model
SDIP	Service Delivery Improvement Plan
LRA	Labour Relations Act, 1995
PFMA	Public Finance Management Act, 1999
PSA	Public Service Act, 1994

<b>Acronym</b>	<b>Meaning</b>
PSR	Public Service Regulations, 2016
OFA	Organisational Functionality Assessment
OMF	Operations Management Framework
AO	Accounting Officer
CCMA	Commission for Conciliation, Mediation and Arbitration
EE	Employment Equity
EHWP	Employee Health and Wellness Programme
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
MEC	Member of the Executive Council
NDP	National Development Plan
NSG	National School of Government
OSD	Occupation Specific Dispensation determined by Minister
PILIR	Policy and Procedure on incapacity leave and Ill-Health Retirement
PMDS	Performance Management and Development System
PSA	Public Service Act
PSC	Public Service Commission
PSR	Public Service Regulations
SMS	Senior Management Services
GPSSBC	General Public Service Sector Bargaining Council
eRSS	Electronic Recruitment and Selection System
PHSDSBC	Public Health and Social Development Sectoral Bargaining Council
HRDS	Human Resource Development Strategy
SAQA	South African Qualification Authority
CIP	Compulsory Induction Programme
ETD	Education, Training and Development
HRDIPs	Human Resource Development Implementation Plans
ETA	Education and Training Authority
SETA	Sector Education and Training Authority
MoU	Memorandum of Understanding

<b>Acronym</b>	<b>Meaning</b>
NQF	National Qualification Framework
PDP	Personal Development Plan
RIQ	Recognition of improved qualifications
POIs	Previously Disadvantage individuals
PWD	People with disability
SDFs	Skills Development facilitators
S&T	Subsistence and travelling
WIL	Work Integrated Learning
WSPs	Workplace skills plans
SDA	Skills Development Act
BB2E	Breaking Barriers Entry into Public Service
EAP	Employee Assistance Programme
EAPASA	Employee Assistance Professionals of South Africa
EH&W	Employee Health and Wellness
Rol	Return on Investment
QWLB	Quality of Work Life Balance
WHO	World Health Organisation]
CPD	Continuous Professional Development
SOLVE	Stress, Tobacco, Alcohol, HIV & AIDS and Violence
SACSSP	South African Council for Social Service Professional
HPCSA	Health Professional Council of South Africa
SOP	Standard Operating Procedure
COIDA	Compensation for Occupational Injuries and Diseases Act
DoEL	Department of Employment and Labour
EH&W	Employee Health and Wellness
HIRA	Hazard Identification and Risk Assessment
ISO	International Organization for Standardization
OHS ACT	Occupational Health and Safety Act
SANS	South African National Standard
SHERQ	Safety, Health, Environment, Risk and Quality
H&S	Health and Safety Representatives
HSC	Health and Safety Committee
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
ARV	Antiretroviral

<b>Acronym</b>	<b>Meaning</b>
DAC	District AIDS Council
HAST	HIV and AIDS, STIs and TB
HTS	HIV Testing Services Transmitted
AIDS	Acquired Immune Deficiency Syndrome
DAC	District AIDS Council
HTS	HIV Testing Services
HIV	Human Immune-deficiency Virus
HIV & AIDS	Human Immune-deficiency Virus and Acquired Immune Deficiency Syndrome
IEC	Information, Education and Communication
LAC	Local AIDS Council
LPAC	Limpopo Provincial AIDS Council
M & E	Monitoring and Evaluation
<b>NSP</b>	National Strategic Plan
PLHIV	People living with HIV
PEP	Post Exposure Prophylaxis
PrEP	Pre-Exposure Prophylaxis
PIP	Provincial Implementation Plan
STIs	Sexually Transmitted Infection
SANAC	South African National AIDS Council
COID	Compensation of Occupational Injuries on Duty
IOD	Injuries on Duty
SABS	South African Bureau of Standards
HPM	Health Productivity Management
Rol	Return on Investment
WHO	World Health Organization

## G. DEFINITIONS

Terms	Definition
Organisation architecture/structure	An organizational structure means a system that outlines how certain activities are directed in order to achieve the goals of an organization.
Organizational Design	Organisation design means a process of aligning the structure of the organisation with its objectives, with the ultimate aim of improving the efficiency and effectiveness of the organisation.
Job Evaluation	Job evaluation means a process of comparing jobs with one another with an aim of providing a defensible and equitable basis for determining and managing pay relativity between jobs.
Legal Mandates and Policies	Means key legislation and/or policies that inform the development of a structure or function
Stakeholders	Means Clients of the department/components or units
Delegated authority	Means to assign a function, duty, authority and responsibility to another for prompt handling and accomplishment of the task or process
Division of labour	Means the division and distribution of work between different positions or employees involved in performing a certain job/function.
Empowerment	Empowerment means giving people the authority, resources and technical know-how to do a certain job and holding them accountable for results.
Formal organisation structure	Formal organisation structure functional/process arrangement as depicted on a structure/organogram. It means, inter alia, the formal lines of authority, decision making and chain of command.
Governance structures	The governance structures refer to all the processes, policies, forums, committees and teams (task teams, decision making teams, review teams advisory teams) which are utilised to ensure the flow of information, quick decision making, effective collaboration, integration and coordination, collective measurement and rewards
Flat structure	Means a structure with few links, has a shorter and simpler communication chain (reporting lines) and has a wider span of control.

Terms	Definition
Divisional structures	Each unit in this type of structure is responsible for the design, implementation and the delivery of specified services
Hierarchical/tall structures	Means a structure which is established around functions necessary to enable the Department to render service delivery. Means it is a simple form of structure that only gives emphasis to the basic functions.
Functional structures	Means a structure that has Grouped specialised resources to optimize the allocation of scarce resources and drive quality within a unit by the separation of specialist areas. e.g. HR, finance, Health Professionals specialists)
Geographical structures	Means a structure that depicts the operation of each district/institution (i.e. where each district/institution has full control of all activities within its geographic boundaries).
Process/value chain orientated structures	This structure focuses on the customer to prevent sub-optimal solutions and lack of common focus among business units and it is a major contributor to the departmental value chain (Customer focused structures), e.g. Forensic Services)
Business Process Re-engineering /Management	Means a critical and total transformation/reshaping of processes, technology, management systems, organisational structures and values to achieve quantum leap/radical improvement in performance throughout the department.
Business Process Mapping	A structured process or tool used for documenting and communicating “as is” and “to be” business processes
Staffing norms	means standards which are calculated based on the specific quality, quantity and risk requirements of a specific job or task
Centralisation	Means functions and powers are concentrated and controlled at one level of decision-making or accountability
De-centralisation	Functions and powers are spread geographically through delegation of power and authority to various line managers
Departmental systems	Means Tools that are used in the department such as financial (BAS or FINEST), human resources (PERSAL) and other information technology systems that support the achievement of strategic objectives
Full-scale investigations	Investigations that are planned or projected for a specific period

<b>Terms</b>	<b>Definition</b>
Ad-hoc investigations	Investigations that are unplanned or un-projected
Recommended/Proposed structure/establishment	Establishment that is proposed for approval
Approved/Authorised/Current/Existing establishment (structure)	Means structure that an executive authority has approved to carry out the core and support functions of the department
“SILO” culture	Means A culture that functioning / operates in an uncoordinated or un-integrated manner
Process	Process refers to an organised group of tasks/related activities that are performed by an individual, group or technology and together creating a service or product of value to customers
Role or job design	Role or job design means to the designing of specific roles or jobs to be performed in the department.
Span of control	Means the number of personnel directly or indirectly reporting to a supervisor/manager.
Work design	Work design means the designing and grouping of tasks in such a way that it optimises the effort and eliminates obstacles and duplication.
Core posts	Mean posts without which the department will not be able to achieve its strategic objectives or provide services as needed.
Service posts	This refers to posts without which professionals will not be able to provide services effectively and efficiently.
Support Services	Means posts that operate as back office services but play a crucial and critical role in the provisioning of core/professional services.
Employee Organisations	Means employee organisation admitted to the Provincial Bargaining Chambers
Accounting officer	means a body or person mentioned in sections 36 and 49 of the Public Finance Management Act, 1999 (Act No.1 of 1999);
Annual Division of Revenue Act	means the Act of Parliament which must annually be enacted in terms of section 214 (1) of the Constitution;
Bargaining council	means a bargaining council registered in terms of the Labour Relations Act, 1995, (Act No. 66 of 1995) and, in relation to the public service, includes the bargaining councils referred to in section 35 of that Act;

Terms	Definition
Basic condition of employment	means the provisions of the sectoral determination that stipulates a minimum term or condition of employment;
Child	means a person who is under 18 years of age;
Comparable post at a South African mission	means a post at a South African mission in the city or country in which the employee is employed that is at an equivalent level to that of the employee
Competency	means the combination of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet the requirements of a specific post;
Competency test	means a set of exercises in a controlled environment to establish the competence of a candidate to solve problems and situations of a strategic and operational nature
Compliance order	means a compliance order issued by a labour inspector in terms of section 69(1) in terms of the Basic Conditions of Employment Act, 1997
Constitution	means the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
council	includes a bargaining council and a statutory council
Contract workers	means an employee employed for a specific period, with a pre-determined start and end date to the period of employment
Conditions of service	means any service benefit, remunerative allowance or compensation paid or granted in accordance with the applicable provisions in the Public Service, to an employee over and above the employee's basic salary;
Critical occupations	means occupations or sub-categories within an occupation in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available or they are available but do not meet the applicable employment criteria

Terms	Definition
	<ul style="list-style-type: none"> <li>a) for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialized instruction;</li> <li>b) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and</li> <li>c) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees</li> </ul>
Critical skills	means the operational or generic abilities needed within existing occupations that are required, or the top up skills that are required; to fill a skills gap to enable employees to competently perform the roles/tasks associated with such occupations. Critical skills include transversal skills (“hard” skills like project management skills or “soft” skills like conflict management or communication skills) and functional skills associated with particular jobs or particular occupational categories
Delegated Official (DO)	means any incumbent of a posts to whom a power has been delegated or who has been authorized to perform a duty in terms of a formal delegation - This includes an official who lawfully act in the capacity of the DO
Delegation	means the allocation of a power and authority conferred or a duty imposed by a Principal Functionary to a Delegated Official – to entrust a power, function or duty to somebody else
Department	means a national or provincial department or a national or provincial government component
Designated groups	as defined in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998)
Development	to purposefully engage in the increase of an employee’s competence

Terms	Definition
Director-General	the Director-General of Limpopo Provincial Administration
Persons with disabilities	means persons with disabilities include those who have perceived and or actual physical, psychosocial, intellectual, neurological and/or sensory impairments which, as a result of various attitudinal, communication, physical and information barriers, are hindered in participating fully and effectively in society on an equal basis with others
Dispute	includes an alleged dispute/disagreements
Dwelling	<p>means –</p> <ul style="list-style-type: none"> <li>a) in relation to being sold or purchased at the earliest on the date upon which the seller accepts the written proposal of the buyer.</li> <li>b) In relation to being erected, if an employee erects a dwelling on the date upon which:- <ul style="list-style-type: none"> <li>i. The financial institution from which the building loan was obtained, releases the funds; or</li> <li>ii. Building activities are commenced where the financing is not supplied by an institution, and</li> </ul> </li> <li>c) Not in relation regarded as being sold or purchased for as long as it is rented or leased.</li> </ul>
Employee	employee as defined in terms of the Public Service Act, 1994
Employee initiated transfer	Where the employee requests to be transferred
Employers' organisation	means any number of employers associated together for the purpose, whether by itself or with other purposes, of regulating relations between employers and employees or trade unions
Employer initiated transfer	Where the employer, for operational reasons, requires the transfer of an employee or where the employer

Terms	Definition
	appoints or transfers an employee from another government department or entities
Employment Equity	is defined as additional corrective measures, which must be taken in order that those who have been historically disadvantaged by unfair discrimination are able to derive full, benefit from an equitable employment environment
Employment Equity Act	means the Employment Equity Act, 1998 (Act No. 55 of 1998)
Empowerment	means increased autonomy within the scope of work, decision-making and broader scope of responsibility
Executive authority	<p>a) in relation to a national department, means the Cabinet member who is accountable to Parliament for that department;</p> <p>b) in relation to a provincial department, means the member of the Executive Council of a province who is accountable to the provincial legislature for that department;</p> <p>c) in relation to a national public entity, means the Cabinet member who is accountable to Parliament for that public entity or in whose portfolio it falls; and</p> <p>in relation to a provincial public entity, means the member of the provincial Executive Council who is accountable to the provincial legislature for that public entity or in whose portfolio it falls</p>
Family member	as defined in terms of the Public Service Regulations, 2016
Furnished accommodation	means a hotel or boarding room, a rented furnished private house or official quarters furnished with the basic and essential furniture
Grade	means the relative value of a particular job as reflected by the job weight, which is linked to a salary level in a salary scale used in the public service
Headquarters	means an employee's centre of operation or the place of work which may be indicated as his/her headquarters by the Employer

Terms	Definition
Horizontal transfer	means a lateral transfer as defined in Section 14 of the Public Service Act, 1994
Immediate family	spouse, life partner, minor child and or relative who lives with the employee, except when attending an educational institution, and who relies on the employee for the bulk of his or her subsistence
Inclusive costs of the secondment	<p>means the monetary value of the following expenses, incurred where applicable, by the Department during the period of the employee's secondment:</p> <ul style="list-style-type: none"> <li>a) The basic salary plus conditions of service paid by the Department to the employee.</li> <li>b) The monetary value of any annual leave that the employee is entitled to during the period of his or her secondment.</li> <li>c) The State's contributions in respect of the employee to a pension or similar fund.</li> <li>d) The State's contributions in respect of the employee to a medical aid scheme.</li> </ul> <p>Any compensation paid by the Department or the State to the employee if he or she obtains an injury or contracts an illness that originates from the performance of his or her duties during the period of secondment.</p>
Inherent requirements of the job	means the competency, experience, qualifications and any other requirement that an employee needs in order to perform a job
Interim accommodation	Means furnished accommodation occupied temporarily whilst permanent accommodation is being sought or until permanent accommodation, which has already been obtained, becomes vacant and available for occupation
Job	means the functions according to which one or more posts of the same grade are created

Terms	Definition
Job weight	means a numerical value assigned to reflect selected characteristics of a job as measured by a job evaluation and job grading system
Minister	means the Minister for the Public Service and Administration
Ordinary hours of work	means the hours of work permitted in terms of sections 9 and 12 of the Basic Conditions of Employment Act, 1997
Organ of state	<p>means-</p> <ul style="list-style-type: none"> <li>a) any department of state or administration in the national, provincial or local;</li> <li>b) any other functionary or institution- sphere of government; or exercising a power or performing a function in terms of the Constitution or;</li> <li>c) Exercising a public power or performing a public function in terms of any a provincial constitution; or legislation but does not include a court or a judicial officer.</li> </ul>
OSD	means revised salary structure that are unique to each identified occupation in the Public Service.
Overtime	means the time that an employee works during a day or a week in excess of ordinary hours of work
Personal Effects	means movable assets of the relocating official and his or her immediate family with the exclusion of animals;
Prescribe	means to prescribe by regulation and “prescribed” has a corresponding meaning
Public holiday	means any day that is a public holiday in terms of the Public Holidays Act, 1994 (Act No. 36 of 1994)
Provincial Department	<ul style="list-style-type: none"> <li>(a) the Office of a Premier listed in Schedule 1 to the Public Service Act, 1994;</li> <li>(b) a provincial department listed in Schedule 2 to the Public Service Act, 1994;</li> </ul>

Terms	Definition
Provincial Government	means the second tier of government, situated between the National government and local municipalities, defined in chapter six of the Constitution
Public Service	means the departments, Offices of Premiers and government components listed in Schedules 1, 2 and 3 of the Public Service Act, 1994
Radius	means the distance between the new and old centre. If an employee is transferred to new headquarters which is less than 50 kilometers away from his/her previous headquarters, the employer will not meet any costs arising out of the transfer.
Redeployment	means to move an employee to another department or position due to operational reasons / requirements, pending a disciplinary hearing or ill-health requirement.
Registered employers	organisation” means an employer’s organisation registered under section 96 of the Labour Relations Act, 1995; “registered trade union” means a trade union registered under section 96 of the Labour Relations Act, 1995
Relocation	means the movement of an employee from old to new headquarters, including the relocation of the employee’s household to a different center
Remuneration	means any payment in money or in kind, or both in money and in kind, made or owing to any person in return for that person working for any other person, including the State
Remunerative overtime	means compensation for additional official work that an employee performs under specific circumstances in excess of the employee’s normal working hours by order or permission of the Executive Authority or Executive Authority’s delegate. Compensation can be monetary, time off or any other compensatory measure that the Executive Authority or the Executive Authority’s delegate may deem appropriate and reasonable
Rotation	means a process of developing employees by exposing them to another scope of work for a specific period in the same (department) unit /component

Terms	Definition
Screening/profiling	means checking of all applications if they meet the requirements as stated in the advert
Personnel Suitability Checks	Formal, structured process to determine if a person is fit for employment based on their character and conduct. Background checks primarily focus on qualifications, citizenship, financial records, criminal record and former work experience
eRecruitment System	“Electronic Recruitment and Selection System” refers to an electronic system which the South African citizens may access vacant advertised posts by Limpopo Provincial departments
Sector	means an industry or a service or a part of an industry or a service
Senior Management Service	refers to employees who are incumbents of posts graded on level 13 or above, unless specifically excluded in terms of a determination by the Minister
Serve	means to send by registered post, electronic mail, telifax or deliver by hand
Statutory council	means a council established under Part E of Chapter III of the Labour Relations Act, 1995
Treasury Regulations	means the Treasury Regulations made in terms of section 76 of the Public Finance Management Act, as amended; and ‘means the Treasury Regulations made in terms of section 76 of the Public Finance Management Act, as amended; and’ means any place where employees work.
Resettlement Allowance	means a financial assistance provided by an employer to an employee for moving due to a job change.
Retention in the Public Service means	a department’s ability to keep valuable employees with necessary skills and expertise to achieve its goals. Retention should be done through human resource strategies to prevent the loss of skilled employees, especially those with scarce skills.
A learner	A person contracted on the developmental programme under the auspices of the minister for the public service and administration, for unemployed youth who do not

Terms	Definition
	have any work experience in the field in which he or she is studying.
Mentor	A person who is trained and appointed to offer advice and her or his knowledge, wisdom, insight that is useful to the protégé's professional and personal development.
Supervisor	A person who signs the contract with the protégé for the duration of the programme.
Protégé	A person who participates in a dyadic developmental relationship with her or his mentor. The protégé is expected to utilize this opportunity to engage with her or his mentor and to access guidance and trusted feedback while attaining increased professional competence.
An apprentice	A learner enrolled in a trade in respect of a listed trade, and includes a trade test in respect of that trade.
An Artisan	A person in a skilled trade, especially one that involves making things by hand.
Bursary	Is financial assistance given to employees and unemployed bursars to further their studies in order to address the critical and scarce skills shortage in line with the Provincial HRD strategy (PHRDS).
Bursars	A bursary holder.
Experiential learning	It is a programme aimed at providing a learner with workplace experience to complete a qualification.
Graduate intern	A person who has completed a qualification and require work and /or practical work experience for the purpose of meeting statutory requirements for professional registration.
Internship	Is a programme aimed at providing an experience to the unemployed graduates who do not have any work experience in the area that they have studied for.
Learnership	Is a structured learning programme that combines theory and practice for a specified period, and leads to a nationally recognized qualification.
Skills programmes/Credit bearing	A structured learning programme that is NQF aligned, it has credits that lead to a full qualification.
Short course/Non-credit bearing	A type of learning programme for which no credits are awarded in relation to unit standards.

Terms	Definition
Stipend	An allowance paid to Interns and Learners.
Student Intern	A person who is enrolled at a private or public further or higher education and training institution for a qualification and is required to obtain practical experience in order to fulfil the requirements of the qualification.
Qualification	Formal recognition of learning registered on the National Qualifications Framework (NQF) in terms of the NQF Act of 2008.
Employee	means a person appointed in terms of the Public Service Act 1994 as amended by Public Service (Act No 30 2007) and the Employment of Educators Act (No 76 of 1998
Employee Health and Wellness Advisory Committee	<ul style="list-style-type: none"> <li>▪ is a Departmental committee constituted by the following stakeholders, yet not limited to EH&amp;W, HRM, HRD, Finance Management, PMDS, Organized Labour and Risk Management to oversee the implementation of EH&amp;W programmes and advise where necessary.</li> </ul>
EHW Coordinator	refers to trained person employed to coordinate the implementation of wellness management programme by conducting intake, assessment and referral services to a registered professional person
EAP Professional	refers to a professionally trained and registered person with statutory body (SACSSP or HPCSA) performing EAP specific related tasks i.e. problem assessment, counseling and therapeutic interventions
Peer Educator	refers to an employee who is trained in working with his/her peers through sharing and guiding discussions using his/her peer experience and knowledge
Financial Wellness	refers to the ability to maintain a fully developed and well-balanced plan for managing one's financial life that is integrated with personal values and goals.

Terms	Definition
Immediate Family	means a spouse and children or as determined by the Department
Mental Health	refers to a state of mental well-being that enables individuals to cope with the stresses of life, realize their abilities, learn well and work well. It has intrinsic and instrumental value and is integral to our well-being.
EH&W Committee	refers to a committee which serves as a vehicle for coordination, communication, collaboration, and consultation, aimed at establishing a harmonized communication of the Provincial EH&W policy guidelines.
Psychological Wellness	refers to a dynamic state of mind that is influenced by and influences our physical, intellectual, spiritual and social lives.
Social Wellness	refers to the positive and interdependent relationship with others and nature.
Spiritual Wellness	refers to integrating <b>our beliefs and values</b> with our actions; it enhances the connection between mind, body and spirit
Organizational Wellness	refers to the holistic approach organizations take to support the physical, mental, and emotional health of their employees through policies, activities, and a healthy work environment.
Intellectual Wellness	refers to the utilization of human resources and learning resources to expand knowledge and improve skills
Wellness Management	refers to an active process for both the individual and the organization, where active steps can be taken to reduce chronic diseases and mitigate its debilitating impact on individual personal lives and organizational productivity (World Economic Forum)
Work-Life Balance	refers to the achievement of equality between time spent working and one's personal life. It promotes flexibility in the workplace to accommodate work, personal and family needs, which can result in benefits to

Terms	Definition
	organizations due to higher levels of employee satisfaction and motivation
Substance Dependency	refers to a mental health condition where a person has an uncontrollable urge to use a substance despite negative consequences.
Rehabilitation	refers to a process by which a service user is enabled to reach and maintain his or her own optimal physical, psychological, intellectual, mental, psychiatric or social functional levels, and includes measures to restore functions or compensate for the loss or absence of a function.
Registered Rehabilitation Institution	Is an institution, other than a standard hospital, that is officially licensed and certified by both the <b>Department of Social Development (DSD)</b> and the <b>Department of Health (DoH)</b> to provide structured rehabilitative care. These facilities operate under strict government regulations, primarily the <i>Prevention of and Treatment for Substance Abuse Act 70 of 2008</i>
Occupational Health	it is the promotion and maintenance of the highest degree of physical, mental and social wellbeing of workers in all occupations by preventing departures from health, controlling risks and the adaptation of work to people, and people to their jobs (ILO/WHO 1950)".
Occupational Hygiene	is the discipline of anticipating, recognizing, evaluating and controlling health hazards in the working environment with the objective of protecting the worker's health and well-being and safeguarding the community at large
Hazard	means any source of or exposure to danger in the working environment.
Risk	means the probability that injury or damage will occur.
Employee	means an employee as defined in the Public Service Act, 1994; any person who is employed by or work for an employer and who receives or is entitled to receive any remuneration or who works under the direction or supervisor of an employer.

Terms	Definition
Health and Safety Representative	is a representative for workers nominated and appointed in terms of section 17 (1) of the OHS Act
Health and Safety Committee	is a committee established in terms of section 19 of the OHS Act.
Safe	means free from any hazard
Healthy	means free from illness or injury attributable to occupational cause.
Accident	means an unplanned occurrence arising out of and in the course of an employee's employment and resulting in personal injury, illness or death of the employee.
HIV	stands for HUMAN IMMUNO DEFICIENCY VIRUS. It is a blood borne virus transmitted amongst human beings. HIV attacks the immune system and once it has rendered it incompetent, a person could develop various illnesses because the body will be too weak to defend itself.
AIDS	stands for ACQUIRED IMMUNE DEFICIENCY SYNDROME. AIDS is a condition that is present when the body's defense system is deficient and various life-threatening infections occur. These life-threatening infections are called opportunistic infections or diseases
TB	stands for TUBERCULOSIS. It is an infection caused by an organism called Mycobacterium Tuberculosis, characterized by fever, loss of weight, night sweat, and fatigue. When the infection is in the lungs the person presents with prolonged cough of more than two weeks.
Latent TB/ or TB Infection	is the state of having a small number of mycobacterium tuberculosis bacilli/bacteria present in the body, that are unable to grow due to control by the immune system.
TB disease	When a person develops symptoms of tuberculosis and is falling sick it is referred to as active TB.
Extra Pulmonary TB	refers to the TB disease affecting other parts of the body outside the lungs and is less infectious than the TB disease which occurs in the lungs.
Pulmonary TB	TB disease which occurs in the lungs and is easily transmitted through droplets produced during cough and sneezing

Terms	Definition
TB Preventive Therapy / TB Prophylactic Treatment (TBPT)	Preventive therapy against TB is the use of one or more anti-tuberculosis drugs given to individuals with latent infection with M. tuberculosis in order to prevent the progression to active disease
Isoniazide Preventive Treatment (IPT)	is the use of an anti-TB drug, isoniazide (INH), in TB preventive treatment. This treatment is effective in providing prevention against TB for up to 18 months period.
Mainstreaming of HIV&AIDS	Mainstreaming AIDS is a process that enables development actors to address the causes and effects of AIDS in an effective and sustained manner, both through their usual work and within their workplace.” (UNAIDS Working definition).
BCC	means Behaviour Change Communications, it is “the strategic use of communication process and strategies to promote positive behaviour(s) (changes), based on proven theories and research-based evidence and which are based on an understanding of the specific socio-cultural context and designed with the participation of target individuals, groups and communities”.(UN Women: Behaviour Change Communication Strategy, September 2021)
The HIV, STIs and TB Practitioner	is a qualified and registered practitioner tasked with the responsibility of implementing the HIV, STIs and TB programmes.
The Head of Department	means head of a national department, the office of the premier, a provincial department, or a head of a national or provincial component, and includes any employee acting in such post
The Appointed Senior Manager	means any member of the Senior Management Service in line with the provisions of the Public Service Act, 1994, who is tasked with championing the HIV&AIDS, STI and TB management programme within the workplace.
The Employee	means a person appointed in terms of the Public Service Act, 1994 but excludes a person appointed as a special adviser in terms of section 12(A).

Terms	Definition
The Health and Safety Committee	is a committee that is established by the HOD to initiate, develop, promote, maintain and review measures to ensure the health and safety of employees at the workplace. Such committee shall be constituted by the employer, health and safety representatives and labor unions
The Peer Educator	is an employee who is trained to work with his/her peers, sharing information and guiding a discussion using his/her peer experience and knowledge.
The Steering Committee	is a committee established by DPSA, for all components of Human Resource Management and Development at provincial and national levels. This Committee serves as a vehicle of coordination, communication, collaboration and consultation of the EH&W programmes
Chronic Illness	a group of health conditions that lasts a long time and are not contagious.
Confidentiality	refers to the ethical and legal duty of a professional to keep a client's personal information private, and not to disclose it to others without the client's explicit consent.
Disease Management	refers to the processes and people concerned with improving or maintaining health status of individuals. It focuses on the reduction of the impact of diseases on quality work life by increasing knowledge level on communicable and non-communicable disease amongst employees.
Department	includes all Provincial Departments in Limpopo.
Employee	means an employee as defined in the Public Service Act, 1994 and the Employment of Educators Act, 1998.
Employee Health and Wellness Advisory Committee	is a Departmental committee constituted by the following stakeholders, yet not limited to EH&W, HRM, HRD, Finance Management, PMDS, Organized Labour and Risk Management to oversee the implementation of EH&W programmes and advise where necessary.
Employee Health and Wellness Practitioner	means an employee tasked with the responsibility to coordinate the implementation of Employee Health & Wellness programmes, which include Health and Productivity Management programmes.

Terms	Definition
Health and Productivity Management	means an integration of data and services related to all aspects of employee health that affect work performance. It includes measuring the impact of targeted interventions on both employee health and productivity. The Health Productivity and Management value chain designs benefits and programs to provide incentives, change behavior, reduce risks, improve health, which impact medical costs and disabilities, improve functionality, which translates into enhanced worker productivity.
Health Promotion	means programmes aimed at ensuring the physical and mental health and well-being of employees.
Ill-Health Retirement	refers to a situation wherein an employee becomes permanently ill and is unable to work due to sickness. The employee could be discharged/retired from the employment of the public service on medical grounds.
Mental health	refers to a state of mental well-being that enables individuals to cope with the stresses of life, realize their abilities, learn well and work well. It has intrinsic and instrumental value and is integral to our well-being
Mental illness	refers to a wide range of mental health conditions / disorders that affect the mood, thinking and behavior of an individual in a manner that has an undesirable impact on some aspect of their life.
Occupational Injury and diseases	mean a personal injury or acquired disease sustained in an accident or disease infected with occurring during the performance of an employee's work.
Occupational Health Education and Promotion	means a variety of communication, dissemination and information transfer activities that are intended to enhance the knowledge levels of employees to help catalyse and reinforce behaviour change while intentionally leading to improved individual health and productivity
Temporary Incapacity Leave	refers to the additional leave benefit that can be applied in the event where normal sick leave has been exhausted in the three-year sick leave cycle.

Terms	Definition
Reasonable Accommodation	refers to modifications or adjustments made to ensure individuals with health challenges / disabilities have equal access to opportunities, services, or employment.
Chamber	a structure established by the Council in terms of clause 13.9 of the PSCBC Constitution
Collective agreement	a written agreement concerning terms and conditions of employment or any other matter of mutual interest concluded by one or more registered trade unions and the employer
Collective bargaining	a process where parties, usually the employer and employees or representatives agree to jointly negotiate and discuss matters of mutual interest
Committee	the Provincial Strike Management Committee
Conciliation	a process in which the disputing parties meet in the presence of a neutral third party (the conciliator) to resolve a dispute and the conciliator attempts to facilitate a settlement or resolution of the dispute between the parties.
Director- General	the Accounting Officer in the Office of the Premier
Disciplinary Code and Procedure	PSCBC Resolution No.1 of 1999( as amended )
Disciplinary inquiry	an inquiry into allegations of misconduct conducted in terms of the Disciplinary Code and Procedure
Dispute	A formal expression of a disagreement between the employer and an employee or collective employees resulting from a failure to agree on a matter of mutual interest at the grievance level or within the negotiation process
Emoluments	means any payment in money or in kind, or both in money and in kind, made or owing to any person in return for that person working for any other person, including the State.
Employee	any person who, excluding an independent contractor, who works for the employer and who receives, or is entitled to receive, any remuneration; and any other person who in any manner assists in carrying out or conducting the business of the employer

Terms	Definition
Essential service	(a) a service the interruption of which endangers the life, personal safety or health of the whole or any part of the population; (b) the Parliamentary service; (c) the South African Police Service
Executive Authority	A person defined in terms of the Public Service Act, 1994(Proclamation No. 103 of 1994) as amended.
Grievance	a dissatisfaction regarding an official act or omission by the employer which adversely affects an employee in the employment relationship excluding unfair dismissal.
Management	individual(s) who are assigned to take the responsibility of the Provincial Government.
Minister	the Minister of the Department of Public Service and Administration.
Picketing	a peaceful demonstration by employees on public premises but outside the premises of an employer with the intention of supporting any protected strike or in opposition to any lock-out; Consult the picketing rules document.
Precautionary suspension	release of an employee from duty with full emoluments for not more than 60 days due to the employer 's apprehension that the presence of the employee at the workplace might jeopardize any investigation of a serious misconduct which the employee is alleged to have committed and "suspension" has a correspondent meaning.
Protected strike	A strike that complies with the provisions of Chapter IV of the Act.
Province	Limpopo
Provincial Government	Limpopo Provincial Government
Provincial Contingency Plan	the provincial plan that outlines the manner in which to prepare for an impending industrial action and how to monitor and manage the industrial action that is already in progress.
Unfair labour practice	any unfair act or omission that arises between an employee and an employer as provided for by section 186(2) of the Labour Relations Act, 1995(Act No.66 of 1995).

<b>Terms</b>	<b>Definition</b>
Unprotected strike	A strike that violates the provisions of Chapter IV of the Act.
Sector	any party of the public service that is designated as a sector in terms of section 37(1) of the Act.
Sectoral Council	a bargaining council established in terms of section 37(2) of the Act.
Strike	the partial or complete concerted refusal to work or the retardation or obstruction of work by persons who are or have been employed by the same employer or by different employers for the purpose of remedying a grievance or resolving a dispute in respect of any matter of mutual interest between employer and employee and every reference to “work” in this definition includes overtime work, whether it is voluntary or compulsory.
Strike attendance register	the strike attendance register that all employees have to sign for the purpose of confirming employees’ work attendance on the day of the strike.
Strike notice	A forty-eight-hour notice given to the employer by the CCMA or Bargaining Council proposing a strike after a dispute remained unresolved or after the lapse of the 30- day conciliation period from the date of referral of the dispute.
Suspension	a form of sanction contemplated in item 7.4 of the Disciplinary Code and Procedure.
the Act	The Labour Relations Act, 1995 (Act No 66 of 1995) (as amended).
this Policy	the Provincial Labour Relations Policy.
Trade Union	an association of employees whose principal purpose is to regulate relations between employees and employers and include a combined trade union party.
Transfer	precautionary transfer as contemplated in item 7.2 of the Disciplinary Code and Procedure for the Public Service

## **SECTION 1**

### **ORGANISATION DEVELOPMENT POLICY**

# 1 INTRODUCTION

The South African public sector is important for the sustainable growth and development of the country. One of its major responsibilities is to ensure that all citizens have access to and receive the services they need. The way in which public sector institutions are structured has an impact on how effectively they can deliver services to citizens.

The policy contains guidelines for OD, JE and policies issued by the Premier of the Limpopo Province on matters within their powers of authority.

The policy must be read in conjunction with the Public Service Regulations, 2016 as amended. Where any provision in this policy contradicts the Public Service Act of 1994 and/or Regulations or MPSA Directives, the latter shall prevail. The provisions of this policy are binding on all employees of Limpopo Provincial Administration. The Office of the Premier will continue to coordinate, monitor and evaluate the implementation of the policy.

## 1.1 PURPOSE AND OBJECTIVES OF THE POLICY

### 1.1.1. PURPOSE

- i. To provide a framework for implementing the Organizational development principles and job evaluation system in the province;
- ii. To create an appropriate procedure framework for recruitment, selection and appointment;
- iii. Implementation of the implementation of the Human Resource Development Strategy in the Province;
- iv. To provide guidance on the establishment and management of Employee Health and Wellness Programmes;
- v. aims at promoting sound labour relations between the Provincial Administration and the employees;

### 1.1.2. OBJECTIVES

The objectives of the policy are:

- a. To serve as a mechanism that will support the designing, implementation and maintenance of the organisational structures.

- b. To establish or maintain adequate, appropriate and integrated functional and service level areas.
- c. To provide for restructuring procedures that will assist departments with decision-making.
- d. To assist Departments with guidelines on the identification of structural defects that hamper service delivery and
- e. To ensure that posts necessary to perform the relevant functions of the Departments are defined, to promote the economical, effective and efficient organisations.

## **1.2. AUTHORITY OF POLICY**

This Policy is issued under the authority of the Premier as the chairperson of the Executive Council of Limpopo Province.

## **1.3. LEGISLATIVE MANDATES AND POLICIES**

- a. South African Constitution, 1996
- b. Public Service Act, 1994 as amended
- c. Public Service Regulations, 2016 as amended
- d. Public Finance Management Act, 1999 and Treasury Regulation
- e. Labour Relations Act, 1995
- f. NDP
- g. LDP
- h. Organisational Functionality Assessment Directive (OFA)
- i. Operations Management Framework (OMF)
- j. Ministerial Determinations
- k. Guide and Toolkit on Organisational Design
- l. Guidelines on Job Evaluation

## **1.4. SCOPE OF APPLICATION**

This policy guideline is applicable to all Limpopo Provincial Departments.

## **1.5. ROLES AND RESPONSIBILITY.**

The roles, responsibilities, and powers for policy management within the Limpopo Provincial Administration are outlined in the table below.

<b>Authority/ Office</b>	<b>Formulation &amp; Drafting Policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy relationship of policy implementation with electoral mandates	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation
<b>Executive Management/ Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Organised Labour</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>OD Coordination</b>	<ul style="list-style-type: none"> <li>Supports departments in the implementation of the policy.</li> </ul>	Shall motivate for the approval of the policy to the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Supports departments, the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis

	<ul style="list-style-type: none"> <li>Coordinate the consultation process during policy formulation</li> </ul>			implementation of policies
<b>Departmental OD&amp; JE Units</b>	Provide input during the policy formulation/review process.	None	Provides Departmental support on the implementation of the policy.	None
<b>Employees</b>	Provide input during the policy formulation/review process	None	Ensure that they comply with the implementation of the policies.	None

## **1.6. ORGANISATIONAL DESIGN**

### **1.6.1. WHAT IS ORGANISATIONAL DESIGN**

Refers to the process of aligning the structure of the organisation with its objectives, with its objectives, with the aim of improving the efficiency and effectiveness of the organisation. Organisational Design work can be triggered by the need to improve the services delivery or specific business processes, or because of a new mandate. Organisational Design work includes more than designing a structure. It involves:

- i. Understanding the imperative for change and the environment.
- ii. Understanding the business processes, workflows, roles and responsibilities, volumes of work, activity analysis and resources.
- iii. Designing and testing new models or structures.
- iv. Planning and managing the transition from the old structure to the new.
- v. Implementing and monitoring the change.

### **1.6.2. WHAT TRIGGERS /INFORMS ORGANISATIONAL DESIGN IN DEPARTMENTS**

- i. Organizational structuring based on a macro-organisation of the state, as may be determined by the President.
- ii. Provincial/Departmental Executive Decisions.

- iii. Transfer of functions, Establishment, abolishment, splitting/merging of
- iv. Departments and Government components in line with the new/changed mandates.
- v. Ad-hoc Organisational Structure,
- vi. Organisational Restructuring based on amended mandate or change to the strategic focus i.e. based on 3-5 years strategic review processes.
- vii. Adverse findings of an Organisational Functionality Assessment (OFA) and organizational performance improvement processes.

### 1.6.3. OUTPUTS/DELIVERABLES OF ORGANISATIONAL DESIGN

- a. The services delivered by the public sector organization must contribute to the common goal, delivering value to its stakeholders and the citizens.
- b. A government department is able to implement its strategic objectives. For a government department to deliver on its mandate and on the priorities set, it should:
  - i. have an effective structure that is aligned with the strategic plan of the Department;
  - ii. have an effective organisational structure necessary for effective Service Delivery;
  - iii. assist in efficiency and in the optimal utilization of resources;
  - iv. assist in fostering the appropriate organisational culture for delivering the mandate and strategic priorities;
  - v. provides units with a clear definition of their roles;
  - vi. assist units to organise their work and achieve their goals;
  - vii. provides clarity on decision-making structures and processes;
  - viii. directs units towards change management

### 1.6.4. ORGANISATIONAL DESIGN APPROACH

The process to be followed by the Office during the organisational structure review exercise must be guided by the following six phases, consisting of different steps, as well as decision making and review points, in line with the DPSA Guide and Toolkit on Organisational Structuring:

PHASES	DESCRIPTION
Phase 1: Diagnostic [Situational Analysis]	<ul style="list-style-type: none"> <li>• Diagnose, identify, define problem / opportunity</li> <li>• Understand business drivers and current performance</li> <li>• Determine organisational context</li> <li>• Analyse current performance</li> </ul>

	<ul style="list-style-type: none"> <li>• Identify root cause(s) of the problem</li> <li>• Initiate change management processes</li> </ul>
Phase 2: Determine organisational requirements	<ul style="list-style-type: none"> <li>• Determine requirements and capabilities for success</li> <li>• Implement the Operational Management Framework (OMF)</li> <li>• Define the Service Delivery Model (SDM)</li> <li>• Business process mapping</li> </ul>
Phase 3: Design	<ul style="list-style-type: none"> <li>• Consultation with stakeholder to design future structure</li> <li>• Determine staff establishment requirement</li> <li>• Develop/review job descriptions</li> <li>• Conduct job evaluations</li> <li>• Costing of the final proposed structure and confirmation of funds with the CFO</li> </ul>
Phase 4: Planning	<ul style="list-style-type: none"> <li>• Develop business case and implementation plan for the future organisational structure</li> <li>• Complete required documentation for consultation with National Treasury for confirmation of funds</li> <li>• Complete required documentation for MPSA concurrence of the revised structure</li> <li>• Obtain assurance letter from CFO for confirmation of funds</li> </ul>
Phase 5: Implementation	<ul style="list-style-type: none"> <li>• Complete implementation plans and requires documentation to implement the new approved structure</li> <li>• Assist with the desktop matching and placement of officials</li> <li>• Skills transfer to Organisational Development and Change management officials</li> </ul>
Phase 6: Monitor & evaluate	<ul style="list-style-type: none"> <li>• Monitor and evaluate the success of the adjusted or new organisational structure</li> </ul>

### 1.6.5. STAKEHOLDERS, ROLES AND RESPONSIBILITIES IN ORGANISATIONAL DESIGN

The following table summarises different stakeholders and their responsibilities towards organisational structure design.

<b>Stakeholder</b>	<b>Roles and Responsibilities</b>
MPSA	<ul style="list-style-type: none"> <li>• Establish norms and standards and issues directives on restructuring.</li> <li>• May in consultation with the Premier, make a determination on the:- <ul style="list-style-type: none"> <li>- allocation of any function to a department;</li> <li>- abolition of a function;</li> <li>- transfer of a function from one department/body to any other department/body;</li> </ul> </li> <li>• Make comments and recommendations on the proposed changes of the organisation structure, on mandatory posts, i.e. post levels 9 - 16.</li> </ul>
Premier	<ul style="list-style-type: none"> <li>• May in consultation with the MPSA, make a determination on the:- <ul style="list-style-type: none"> <li>- allocation of any function to a department;</li> <li>- abolition of a function in any department;</li> <li>- transfer of a function from one department/body to any other department/body;</li> <li>- Merge / separate any functions / departments in the Provincial Administration.</li> </ul> </li> <li>• Establishment of new public entity or agency.</li> <li>• Make comments and recommendations on the proposed changes of the organisation structure.</li> <li>• Establish a unit on specialised functions.</li> </ul>

<b>Stakeholder</b>	<b>Roles and Responsibilities</b>
Executive Authority	<ul style="list-style-type: none"> <li>• May in consultation with the Premier/ MPSA, make a determination on the:- <ul style="list-style-type: none"> <li>- Department's organisational structure based on the strategic plan.</li> <li>- Establishment of a new public entity or agency.</li> </ul> </li> <li>• Transfer of functions between components/units.</li> <li>• Confirmation that he/she requires the post to meet the department's objectives.</li> <li>• Definition of posts needed to carry out functions.</li> <li>• Finalisation and implementation of organisational and post establishment structure.</li> <li>• Approval of organisational structures and initial or append signature on each page of the structure for authenticity purposes.</li> </ul>
HoD/Accounting Officer	<ul style="list-style-type: none"> <li>• Carry out organisation structuring functions under delegated authority from the EA.</li> <li>• Determine critical milestones during structural diagnostic and design phase.</li> <li>• Submit proposed structure and business case to the EA.</li> <li>• Consult the EA to obtain his/her strategic and political perspective and commitment, buy-in and support.</li> <li>• Ensure the implementation of functions on the organisational structure.</li> <li>• Accountable for ensuring that the organisational structure is funded in the current budget and within MTEF period.</li> </ul>

Stakeholder	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Consult and seek written authority/consent if intending to establish a new function.</li> <li>• Initial or append signature on each page of the structure for authenticity purposes.</li> </ul>
CFO	<ul style="list-style-type: none"> <li>• Ensure adherence to appropriate financial management processes/procedures in order to meet the requirements of PFMA and the implementation process.</li> <li>• Ensure that the proposed structure complies with the MTEF requirements.</li> </ul>
Management	<ul style="list-style-type: none"> <li>m. Provide comments, inputs and ideas on the proposed structure.</li> <li>n. Provide strategic and managerial perspective to the proposed structure.</li> <li>o. Provide commitment and support to the organisational structure processes.</li> </ul>
Organised Labour	<ul style="list-style-type: none"> <li>p. Provide inputs and observe to the proposed organisational structure processes.</li> </ul>
Office of the Premier (Transversal OD)	<ul style="list-style-type: none"> <li>• Quality assures all departmental organisational structures for consultation with the MPSA.</li> </ul>
Provincial Departments	<ul style="list-style-type: none"> <li>• Develop and review Organisational Structures</li> <li>• Provide benchmarking on best organisational design practices</li> </ul>

### 1.6.6. PRINCIPLES

Organizational Design in all departments shall be based on the following guiding principles:

- a. Organisational design shall always strive to address Chapter 10 of the Constitution by focusing on constitutional values and principles of public administration through the promotion of fairness and equitable service delivery, transparency, accountability, economic, efficient and effective use of resources.
- b. The authority to approve the organizational structure rests with the EA.

- c. Focus on government strategic priorities.
- d. Post provisioning norms in the determination of the size/quantity/number of posts to be provided in the structure.
- e. Organisational design shall ensure integration of services horizontally and vertically, from head office level, district level and institutional/facility level.
- f. Structure model/type shall depict the correct chain of command.
- g. Grouping of similar or homogenous functions to improve communication, productivity and workflow.
- h. Organisational Design shall take cognisance regarding the span of control.
- i. Organisational Design shall consider centralization versus decentralization of functions to allow proper decision-making.
- j. Organisational Design shall emphasise more of Core functions than Support.

#### **1.6.7. CONSULTATION**

- a. Executive Authorities shall consult with the Premier and Provincial Treasury before submitting the proposed changes to the MPSA.
- b. After consultation with OTP and Provincial Treasury, the OTP would then further submit the proposed organisational structure to the MPSA on behalf of the provincial departments.
- c. The Provincial Department/EA's shall then be notified of the consultation with the MPSA on changes that have been made to the organisational structure for his/her comments as mandated in terms of the MPSA Directive on organisational structures by Departments.
- d. In terms of the Directive, the EA shall consult with the MPSA on all changes to the organisational structures affecting all units/posts from SL9-16.
- e. SL1-8 should be submitted to the MPSA through OtP for record keeping purposes and future reference.
- f. EA's are required to submit the following when consulting with MPSA:
  - i. Consultation request signed by the Executive Authority.
  - ii. The business case attached to provide understanding of the changes that informed the proposed organisational structure.
  - iii. The strategic plan of the Department.
  - iv. The service delivery model.
  - v. An assurance letter of budget(funds) availability signed by the CFO and HoD as supported by Provincial Treasury.
  - vi. The approved (current) organisational structure.
  - vii. The proposed organisational structure.

- viii. Post establishment information identifying existing funded and newly created posts;
  - ix. Summary of the approved job evaluation outcomes (from level 9 -16) excluding OSD and coordinated posts
  - x. Staff establishment implications as a result of the changes.
- g. EA's shall regard the conclusion of the process only if:
- i. A letter of concurrence/recommendation/comments or advice is received from the MPSA.
  - ii. The organisational structure is approved and all pages initialled by the EA/HOD/Accounting Officer.
- h. The approved and signed structure from the EA shall be submitted to the OTP and MPSA for record keeping.
- i. EA's shall inform the MPSA in writing and provide reasons why he/she can't implement the advice of the MPSA.

#### **1.6.8. MONITORING, EVALUATION AND REPORTING**

- a. The Office of the Premier shall monitor the implementation of this policy. The Office of the Premier shall also provide requisite support to enhance the maximum compliance to the directives of this policy.
- b. Compliance, monitoring and reporting on the changes to organisational structures and implementation of the approved organisational structures shall be conducted in line with section 16 (A) of the Public Service Act and section 38 of the PFMA;
- c. Departments shall keep updated OD registers that capture the changes to the approved organisational structures.
- d. The departments must submit two (2) copies of the approved Organisational Structures for records keeping and future reference to the OTP.

#### **1.7. JOB EVALUATION**

Job evaluation in the public sector is a systematic and objective process used to determine the relative value or weight of a job compared to other jobs within a public institution.

It's a critical tool for establishing fair and equitable pay structures and ensuring that the principle of "equal pay for work of equal value" is applied, which is often mandated by law in the public service.

### **1.7.1. OBJECTIVES**

- i. It aims to ensure internal equity and fairness by applying consistent and objective criteria to guarantee that employees receive equal pay for work of equal value.
- ii. Aims to provide an objective basis for setting job grades and corresponding salary ranges
- iii. By standardizing job classifications, the process promotes consistency across different government departments
- iv. It clarifies the required competencies for each level

### **1.7.2. JOB EVALUATION REQUESTS**

Departments shall consider job evaluation requests from Management, Individual employees and recognised organised labour in line with the following guidelines:

- a. Once an existing post has been evaluated, at least 60 calendar months shall expire before it is evaluated again unless there is clear evidence that the job content of a post has changed to such an extent that an evaluation could lead to a re-grading of the post.
- b. All requests for evaluation of jobs/ posts on salary levels 1 -12 must be fully motivated by the requester and approved by the Head of the Branch/Chief Directorate/Directorate. For SMS posts the request must be approved by the Head of Department.
- c. Requests from Organised Labour, regarding the evaluation of categories of posts, must be handled at Provincial Chamber and submitted to the relevant department for further processing.
- d. Requests from organised labour on behalf of the members should be submitted to the Accounting Officer for consideration.

### **1.7.3. JOB EVALUATION PRESCRIBED INSTRUMENTS/TOOLS**

Departments shall utilise the following prescribed tools when conducting job evaluation:

- i. **Signed Job descriptions**  
Executive Authorities should ensure that all employees have formal job descriptions signed by both the supervisor and the supervisee. (minimum of 3 and maximum of 6 KPA).

- ii. **Approved Organisational Structure**  
Executive Authorities should ensure that jobs/posts are evaluated in line with the relevant organisational structure on which the relevant jobs/posts appear.
- iii. **The prescribed job evaluation system**  
Executive Authorities shall utilize the MPSA's prescribed Job Evaluation Grading System to evaluate different types of jobs/posts.
- iv. **Pre-interview questionnaire**  
Pre-interview questionnaire is required as a prerequisite prior to the job evaluation process.

#### **1.7.4. COMPOSITION AND FUNCTIONS OF THE JOB EVALUATION COMPONENTS**

The Job Evaluation components shall consist of trained job analysts who are holders of Job Evaluation Certificates issued by the Department of Public Service and Administration (DPSA) or the National School of Government (NSG).

A Central Job Evaluation Panel shall be established in the Office of the Premier to evaluate all SMS posts in the province (As per the Executive Council Decision No. 102 of 2003) as well as monitoring and coordinating Job Evaluation activities in the province.

##### **1.7.4.1. FUNCTIONS OF THE DEPARTMENTAL JE UNIT**

The Departmental job evaluation unit shall execute the following functions.

- a. Advise on policy and procedures for the evaluation of jobs in the department.
- b. Receive and prioritize requests for evaluation.
- c. Evaluate jobs by means of the prescribed Job Evaluation System.
- d. Make preliminary recommendations on grading to the Job Evaluation Panel.
- e. Serve as the secretariat of the Job Evaluation Panel.
- f. Keep Job evaluations records.
- g. Advice in the redesign of jobs.

## **1.7.5. DEPARTMENTAL JOB EVALUATION PANEL**

### **1.7.5.1. COMPOSITION**

The Departmental Job Evaluation Panel is established as a part-time standing committee and shall consist of SMS, MMS and Assistant Director who are trained as job evaluation panelists.

As a general guideline, panel members must serve for a renewable period of 60 calendar months to ensure consistency and continuity. Employees acting in posts of which the incumbent normally serves on the panel as a result of her/his position shall serve on the Panel for the relevant period, provided the relevant employee is trained as a panel member.

#### **The panel shall consist of:**

- i) **Chairperson who is a-** trained and appointed as Job Evaluation panel member.
- ii) **Members who are ;**
  - a) trained and appointed as Job Evaluation panel member
  - b) additional trained panel members may be sourced from other departments
  - c) at least or minimum of three members including the Chairperson

### **1.7.5.2. DEPARTMENTAL JOB EVALUATION PANEL UNIT SHALL EXECUTE THE FOLLOWING FUNCTIONS:**

- a. Evaluate all SL1 to 12 jobs in the department, excluding coordinated and OSD posts
- b. Coordinate job evaluation process as determined by the Minister of the Public Service and Administration.
- c. Serve on the Inter-Provincial/Sector Job Evaluation Forum as well as any other Central/National Job Evaluation Committees.
- d. Review/moderate evaluations carried out by the job evaluation unit.
- e. Ensure that a job has been analysed thoroughly and consistently relative to similar jobs previously evaluated.
- f. Determine the need, if any, for further information, the re-analysis of jobs or the analysis of additional jobs, etc.

- g. Make recommendations on the grading of posts.
- h. Point out possible implications, should the recommendations on grading and the awarding of salaries be implemented.

#### **1.7.6. COMPOSITION, ROLE AND FUNCTIONS OF THE CENTRAL JOB EVALUATION PANEL COMMITTEE FOR SMS (13 – 16) POSTS**

The Central Job Evaluation Panel is established as a part-time standing committee and shall consist of SMS members who are trained as job evaluation panelists, appointed by the delegated authority within the Province.

The members must serve for a renewable period of 60 calendar months to ensure consistency and continuity. Employees acting in posts of which the incumbent normally serves on the panel as a result of her/his position shall serve as a Panelist for the 60 calendar months, provided the relevant employee is trained as a panel member.

The panel shall consist of:

- i. **Chairperson who is a-** trained and appointed as Job Evaluation panel member.
- ii. **Members who are**
  - trained and appointed as Job Evaluation panel member
  - additional trained panel members may be sourced from other departments at least or minimum of three members including the Chairperson

#### **1.7.7. COMPOSITION OF JE COMMITTEE AND EVALUATION OF HOD POSTS**

- a. The panel shall consist of trained Heads of Departments and Deputy Directors General (DDGs).
- b. The Chairperson for the paneling of HoD posts shall be the Director General of the Province or any HoD trained as JE Panel Member.

#### **1.7.8. OTHER POLICY MEASURES**

- a. The panel's recommendation must be submitted to the Executive Authority or delegated authority for approval.

- b. The MPSA has directed in terms of Section 3 (1)(c) and 3 (2) of the Public Service Act that should executive authorities grade new jobs/posts or regrade existing jobs/posts within the corporate services environment at salary level 9,10,11 or 12, the grades of such jobs/posts must be consulted with and approved by the MPSA before a final decision on the post taken.
- c. If the Executive Authority or delegated performer level approves the recommendation of the panel regarding specific job/post, the decision must be forwarded to Human Resources Management for implementation.
- d. The Executive Authority, or delegated performer level reserves the right to deviate from the recommendation of the panel, without referring the matter back to the panel. In such a case the decision maker must record the reasons for her/his decision in writing.
- e. The upgrading of an incumbent whose post has been upgraded shall not be backdated (Regulations 45(2) and 45(3) of Public Service Regulation 2016). The higher salary applicable to the incumbent employee in the higher-graded post, as provided under regulation 45(2) of the PSR 2016, shall take effect on the first day of the month following the month of approval by the Executive Authority or delegated performer level in terms of Regulation 45(1) of the PSR 2016.
- f. A post should only be upgraded if sufficient funds, including funds in terms of the Medium-Term Expenditure Framework, are available. The Chief Financial Officer (CFO) must certify that funds are available.
- g. Where a filled post is to be downgraded, an attempt shall be made to redesign the job, by adding duties or responsibilities to it, to prevent its downgrading.
- h. As an alternative to redesigning the job, the incumbent shall be transferred to a suitable funded vacant post with an equivalent grading to the incumbent's existing post.
- i. The salary and benefits of an employee whose post has been downgraded shall not be affected.

#### **1.7.9. JOB EVALUATION REVIEW/ APPEAL**

Any employee or organisation not satisfied with the results of the evaluation conducted shall request a review of the evaluation in terms of the following:

- a. Reviews/appeals shall be based on valid reasons
- b. Where appeals are to be considered, the jobholder must be fairly represented.

- c. Any employee who is not satisfied with the results of the evaluation of his/her job may request a review of the evaluation within thirty (30) working days upon receiving the Job Evaluation outcome letter from HR.
- d. HR must communicate the Job Evaluation results to the incumbent in writing.
- e. The Executive Authority shall appoint a different JE Analyst and Panelists to consider the reviews/appeals. The appointment of JE review panel shall be determined by the level of the jobs/posts to be reviewed.

#### **1.7.10. JOB EVALUATION RESULTS IMPLICATIONS**

The Executive Authority may grade any jobs/posts on the basis of Job Evaluation results as follows:

##### **1.7.10.1. UPGRADING OF POSTS**

###### **Upgraded posts**

- (1) If the job weight demonstrates that a post is undergraded and the department's budget and the medium-term expenditure framework -
  - (a) Provides for sufficient funds, an executive authority shall increase the grade of the post to a higher salary level; The Chief Financial Officer shall ensure sufficient budgeted funds including funds allocated within the MTEF period to fund upgrading.
  - (b) Does not provide for sufficient funds, an executive authority shall redesign the job to equate with the grade of the post prior to regrading. Where a filled post is upgraded, the Executive Authority may continue to employ the incumbent employee in the higher-graded post without advertising the post if the incumbent,
    - i. Already performs the duties of the post; attached to the higher graded job/post'
    - ii. Has received a satisfactory rating in her/ his most recent performance assessment.
    - iii. Meets the inherent requirements of the job/post.
    - iv. Has been in the post for at least 12 calendar months.
- (3) The higher salary applicable to the incumbent employee in the higher- graded post as provided under sub regulation (2) shall

take effect on the first day of the month following the month of approval by the executive authority in terms of sub regulation (1).

- (4) If the incumbent of a higher graded post continues to be employed in terms of sub regulation (2), his or her commencing salary shall be set at the minimum notch of the higher salary level or at such salary that he or she received prior to the regrading, whichever is the higher.
- (5) If an incumbent employee is not continued to be employed in the upgraded post as provided for in sub regulation (2), an executive authority shall—
  - (a) redesign the job to equate with the grade of the post before it was regraded;
  - or
  - (b) transfer the incumbent to another suitable post of an equivalent grade to the post that he or she occupied before it was regraded.
- (6) Any transfer of an employee in terms of sub regulation (5)(b)
  - (a) not alter the place of work of the employee without his or her consent; and
  - (b) be effected by no later than the first day of the month following the month of the approval by the executive authority in terms of sub regulation (5).

## **1.7.10.2. DOWNGRADING OF POSTS**

### **Downgraded posts**

In terms of Public Service Regulations as amended, regulation 46 (1) an Executing Authority may evaluate or re-evaluate any job in his or her department, except -

- (1) If the job weight demonstrates that a filled post is overgraded an executive authority shall -
  - (a) redesign the job to equate with the grade of the post before it was regraded; or
  - (b) Reduce the grade of the post in line with the job weight and transfer the incumbent to another suitable post of an equivalent grade to the post that he or she occupied before it was regraded.

- (2) Any transfer of an employee in terms of sub regulation (1)(b) shall—
- a. not alter the place of work of the employee without his or her consent; and
  - b. take place by the first day of the month following the month of approval by the executive authority of the grading of the Post

#### **1.7.11. JOBS /POSTS RETAINING THE SAME LEVEL**

Instances where a job/post has retained the same level, the EA/ shall keep the post in the same salary range.

#### **1.7.12. RE-ORGANISATION**

Overgrading/Undegrading may in some instances require re-organisation of a component or a unit.

#### **1.7.13. ROLES OF THE JOB EVALUATION REVIEW PANEL**

- a. The Job Evaluation Review Panel is responsible for quality assurance in the paneling process by the departmental/Central Job Evaluation Committee and the consistent application of the Evaluation system.
- b. The panel shall conduct itself in such a way that it will support/ enhance the credibility and acceptability of the system.
- c. The Job Evaluation review panel will reassess the results from the departmental/Central Job Evaluation Panel Committee and make recommendations with regards to the levels thereof, and the salary range that shall be attached to the specific job/groups of jobs to the decision-maker (Head of Department or any other person designated to act on her/his behalf).

#### **1.7.14. FUNCTIONS OF THE JE PANEL**

##### **The Job Evaluation Review panel shall:**

- a. Review/moderate evaluations results carried out by the Central Job Evaluation Committee.
- b. Ensure that reports have been moderated objectively and consistently relative to other jobs previously evaluated. This would include determining the need for information/job analysis to enable the panel to make an informed recommendation on a specific job. Examples in this regard are where the panel is concerned about the representativeness of jobs in a sample (if job evaluation

was done on a sample basis) or additional information is needed on any aspect of the evaluation.

- c. Make final recommendations on the grading, ensuring that salary levels are not placed above the entry level.
- d. Review and approve policies and procedures to ensure a consistent approach regarding recommendations on grading.
- e. Point out possible implications should the recommendations on grading be implemented.

#### **1.7.15. RECORD-KEEPING**

- a. The EA shall keep a record of all jobs evaluated in a Department including respective Job descriptions for annual reporting, as required in terms of Regulation 31 of PSR 2016.
- b. The Office of the Premier shall keep records of all evaluated SMS jobs and coordinated jobs and posts including such information from all departments within the Limpopo Provincial Administration for monitoring and evaluation by the DPSA and PSC.

#### **1.7.16. ORGANIZATIONAL DESIGN & JOB EVALUATION**

##### **1.7.16.1. STANDARDS:**

- a. Analysis of the proposed organisational structures should be completed within a month from the date of receipt.
- b. Proposed organisational structure is submitted to the MPSA for consultation purposes within two weeks depending on the availability of the Premier who signs it off
- c. Requests for the evaluation of SMS posts are analysed within thirty (30) working days.
- d. Job Descriptions are analysed within ten (10) working days of receipt.
- e. Job Evaluation reports are screened within seven (7) working days of receipt.

#### **1.8. OPERATIONS MANAGEMENT**

The Constitution of the Republic of South Africa (1996) provides a set of public administration values and principles, which is developmental in nature and requires that organs of state, inter alia, promote the efficient, economic and effective use of

resources; for public administration to be accountable; and for transparency to be fostered by providing the public with timely, accessible and accurate information. Flowing out of this constitutional imperative are legislative and policy frameworks supporting the transformation of public service delivery; one such framework being the White Paper on Transforming Public Service Delivery (1997), which introduced eight principles of Batho Pele.

The Department of Public Service and Administration (DPSA) was tasked with identifying and researching solutions to bridge the gap between strategy and delivery of services. The non-existence of operations management principles in governmental institutions was identified as the root cause of the service delivery gap.

The result of this research was the development of the Operation Management Framework (OMF) and its supporting toolkits to guide and assist government departments towards improved Operations Management (OM). Operations management puts in place the capacity for the planning, development, implementation and institutionalisation of service delivery tools, systems, processes, mechanisms and intervention programmes that are meant to improve quality service delivery to all.

The Limpopo Provincial Departments, in seeking to ensure that these principles are integrated with the operations of public service delivery, adopted the Operations Management Framework (OMF). The OMF provides the basis and related toolkits for government departments to plan, structure, implement and continuously improve operations for effective and efficient delivery of services.

Operations management is a core management competency and a business function that is necessary for the processes of producing goods and/or delivering services. It is beneficial to any organisation or sector, including the public sector, in relation to customer service, quality of products and/or services, efficient business processes, cost controls and continuous improvements. Operations management involves planning, organizing, coordinating, and controlling all the resources needed to produce goods and services.

The OMF seeks to support departments in ensuring that operational activities are able to reduce costs of products and services; improve overall efficiency; create a more transparent environment; and build capacity of operation skills and knowledge.

OMF is regulated in terms of the Public Service Regulation (PSR) 2016, chapter 3, part 3, regulation 36, and provides a guideline for the systems, processes, mechanisms and procedures a department must introduce and sustain to improve organisational and service delivery effectiveness and efficiency.

This regulation stipulates that “An executive authority shall establish and maintain an operations management framework which shall include—

- a. an approved service delivery model;
- b. a list of all core mandated services provided by the department;
- c. mapped business processes for all services;
- d. standard operating procedures for all services;
- e. service standards for all services;
- f. a service delivery charter referred to in regulation 37; and
- g. a service delivery improvement plan referred to in regulation 38.

## **1.8.1. PURPOSE AND OBJECTIVE OF THE POLICY**

### **1.8.1.1. Purpose**

To regulate the implementation of Operations Management Framework in the Limpopo Provincial Administration.

### **1.8.1.2. Objectives**

The objectives of the policy are:

To guide the provincial departments on how to development and implementation of operational tools and mechanism

- a. To improve effective and efficient service delivery to the beneficiary in a seamless manner.
- b. To create a more relevant, representative and transparent provincial administration environment
- c. To improve the overall performance (efficiency and effectiveness) of the provincial departments.
- d. Provide the basis for future innovation through skills and knowledge within the Provincial Administrations.
- e. Institutionalising a culture of performance focus, learning and knowledge management.

### **1.8.2. AUTHORITY OF THE POLICY**

This policy is issued under the authority of the Premier as chairperson of the Executive Council of Limpopo Province.

### **1.8.3. LEGISLATIVE PRESCRIPTS AND POLICIES**

- i. Constitution of the Republic of South Africa, 1996.
- ii. Public Service Act, 1994 as amended.
- iii. Public Finance Management Act, 1999.
- iv. Labour Relations Act, 1995.
- v. Public Administration Management Act, 2015.
- vi. Promotion of Access to Information Act, 2000.
- vii. Promotion of Administrative Justice Act, 2000.
- viii. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000.
- ix. Intergovernmental Relations Framework Act, 2005.
- x. Public Service Regulation, 2016 as amended.
- xi. White paper on Transformation of the Public Service, 1995.
- xii. White Paper on Transforming Public Service Delivery, 1997
- xiii. Operations Management Framework
- xiv. Limpopo Development Plan

### **1.8.4. SCOPE OF APPLICATION**

This policy is applicable to all Limpopo Provincial Government departments and their public entities. It applies to all officials, whether permanent, temporary, on probation, or on contract, and to all service delivery processes.

### **1.8.5. POLICY PRONOUNCEMENT**

All departments and public entities within the Limpopo Provincial Government shall adopt and implement the Operations Management Framework (OMF) as the standard for planning, managing, and improving their operations. The policy is structured around the four quadrants of the OMF: Operations Strategy, Operations Design, Operations Planning and Control, and Operational Analysis and Improvement.

### **1.8.6. Chapter 1: Operations Strategy**

It is vital that operations managers have a set of general principles regarding how services are delivered, which can guide decision making towards the department's long-term goals. The operations strategy is reflected through the development, implementation and institutionalisation of Service Delivery Models (SDM).

#### **1.8.6.1. Service Delivery Model**

- a. A Service Delivery Model (SDM) describes how a department will deliver on the services and products that were identified during the strategic planning process.
- b. A Service Delivery Model should be developed in line with the Departmental Strategic Plan and should only be changed if the strategy of the Department changes, this can be considered when doing the Annual Performance Plan (APP).
- c. SDM must be reviewed during strategic planning and APP Cycle to ensure that it is still relevant and remains the most effective and efficient way of delivering services.
- d. A SDM must be approved by the DG/HOD or delegated authority and only the approved SDM shall be recognised as a legitimate document for implementation and to inform the Organisation Structures of a department.
- e. All provincial departments shall upload the approved SDM on the Provincial Knowledge Management Portal in the OMF repository and be published on the departmental intranet for ease of access by all employees.

#### **1.8.7. Chapter 2: Operations Design**

Operations design involve the activity of designing the form, shape and composition of products, services and processes, and is crucial to the operation's activities. All provincial departments must develop and implement the following design tools:

- a. Mapped business processes for all the services,
- b. Standard Operating Procedures for all mapped services; and
- c. Service Standards for all services.
- d. Service Delivery Charter; and
- e. Organisational Development

### **1.8.7.1. Business Process Management**

- a. Business Process Management (BPM) is a disciplined approach to identify, design, execute, document, measure, monitor, and control both automated and non-automated business processes to achieve consistent, targeted results aligned with a department's strategic goals.
- b. All provincial departments are required to define, map, document, improve and implement all services identified in the approved departmental SDM.
- c. Process owners shall validate and sign-off the business process document prior approval by the HOD or delegated authority.
- d. Approved mapped business processes shall be valid for three years, must be reviewed and concluded within six months before the expiry of the BPM.
- e. However, should the process change before the end of the expiry date, the BPM should be updated and re-approved with the new review date.
- f. Mapped business processes must be approved by the HOD or delegated authority and only the approved processes shall be recognised as a legitimate document for implementation and guide to pave the development of the standard operating procedures and department organisational structure.
- g. All provincial departments shall upload the approved BPM on the Provincial Knowledge Management Portal in the OMF repository and be published on the departmental intranet for ease of access by all employees.

### **1.8.7.2. Standard Operating Procedure**

- a. Standard Operating Procedure (SOP) specify in writing what should be done, when, where, by whom and how. It is a set of written instructions that document a routine or recurring activity followed by a department.
- b. All provincial departments must ensure the development and implementation of SOP for each approved mapped business process.
- c. Process owners shall validate and sign-off the SOP document prior to approval by the HOD or delegated authority.
- d. Only the approved SOPs shall be recognised as a legitimate document in the implementation of operational service procedures.
- e. All provincial departments should, as a minimum, utilise the SOP template as prescribed in the OMF when developing a new or reviewing an existing SOP.

- f. A SOP shall be valid for three years in line with the business process mapping lifespan, must be reviewed and concluded within six months before the expiry of the SOP.
- g. However, should the procedures change before the end of the expiry date, the SOP should be updated and re-approved with the new reviewal date.
- h. All provincial departments shall upload the SOPs on the Provincial Knowledge Management Portal catalogue in the OMF repository and publish on the intranet for ease of access by the employees.

**1.8.7.3. Service Standard (Batho Pele Unit)**

- a. Service Standard (SS) refers to a specific minimum repeatable measure or level at which a department must execute their service delivery functions.
- b. All provincial departments must develop SSs on a three-year cycle that will help measure the extent to which set objectives are met.
- c. Line function managers shall validate and sign-off the SS document prior approval by the HOD or delegated authority.
- d. Only the approved SSs shall be recognised as a legitimate document in the implementation of set standard.
- e. All provincial departments should, as a minimum, utilise the SS template as prescribed in the OMF when developing a new or reviewing an existing SS.
- f. As part of a continuous improvement strategy, service standards should be regularly reviewed and revised as service becomes more efficient.
- g. A SSs shall be valid for three years in line with the business process mapping lifespan, must be reviewed and concluded within six months before the expiry of the SSs.
- h. However, should the standard change before the end of the expiry date, the SSs should be updated and re-approved with the new reviewal date.
- i. All provincial departments must upload the approved SSs on the Limpopo Knowledge Management Portal in OMF repository and publish on the departmental intranet for ease of access by the employees.

**1.8.7.4. Service Delivery Charter (Batho Pele Unit)**

- a. A service delivery charter of the department shall be developed and set out the standards of service that service beneficiaries can expect from the department.

- b. All provincial departments should develop a service delivery charter which sets out the department services standards that members of the public can expect, and which will explain how the department will meet each of the standards.
- c. Only the approved service delivery charter shall be recognised as a legitimate document in declaring and committing the services that are rendered by the Department to the public.
- d. All provincial departments should upload the approved service delivery charter on the Provincial Knowledge Management Portal in the OMF repository and publish on the departmental website and intranet for ease of access by the public and employees.

#### **1.8.7.5. Organisational Development**

- a. Organisational structure of the department is necessary to implement the strategic plan.
- b. A governmental institution needs effective organisational structures to deliver on its mandate and on the priorities set by the Government.
- c. If the structure is not aligned with the strategic plan of the department, the institution is not likely to achieve its objectives.
- d. The Department shall develop an organisational structure to deliver on its mandate and on the priorities set by the Government.
- e. All provincial departments must develop their organisational structure following the provincial organisational development policy.

#### **1.8.8. Chapter 3: Operations Planning and Control**

- a. Planning and control are concerned with the reconciliation between what the service beneficiary requires and what the operation's resources can deliver.
- b. Planning and control activities provide the systems, procedures and decisions which bring different aspects of supply and demand together.

#### **1.8.8.1. Operational Forecasting**

- a. Forecasts play an important role in the planning process because it enables managers to anticipate the future so they can plan accordingly.
- b. The primary goal of operations management is to match supply to demand. Having a forecast of demand is essential for determining how much capacity or supply will be needed to meet demand.

- c. It is advisable that all provincial departments conduct operational forecasting before the development of future plans in order to develop meaningful plans and reduce uncertainty about events in future.

#### **1.8.8.2. Operational Planning**

- a. Operational planning is the day-by-day and month-by-month planning for what the department is doing.
- b. Effective planning is imperative in any departments as no departments can be productive without a sound operations plan.
- c. It ensures that material, equipment, finances and human resources are available to complete the work.

#### **1.8.8.3. Operational control and adjustment**

- a. Organisational control regulates the day-to-day output relative to schedules, specifications and costs.
- b. Operations control is a management function aimed at achieving defined goals within an established timetable, and is usually understood to have three components, namely setting standards, measuring actual performance and taking corrective action.
- c. If the plans may not be achieved due to any changes, the operations managers shall adjust the plans in line with these changes and follow up with various institutions involved in order to rectify any problems.

#### **1.8.9. Chapter 4: Operational Analysis and Improvement**

- a. It is operations managers' continuing responsibility to improve the performance of their operations.
- b. Some organisations have discovered that, by implementing operational studies and improving the organisation and logistics in underground operations, production and revenue can be increased significantly without considerably increased costs to the client.
- c. Operations management entails running a business efficiently with minimum use of resources, while still meeting production requirements and achieving sustainable operational performance improvements.
- d. It also aims to increase value-added activities in all the processes in the business.
- e. All provincial departments are encouraged to utilise the following tools to improve their performance:
  - i. Organisational Functionality Assessment.
  - ii. Productivity Measurement.

- iii. Service Delivery Improvement Plan; and
- iv. Learning and knowledge management

#### **1.8.9.1. Organisational Functionality Assessment**

- a. The departments shall establish the project steering committee and OFA Project Team (Project Coordinator, Work Stream Leaders and Work Stream Members) that will be responsible for OFA.
- b. Develop a sustainable work plan on how the assessment will be conducted which must be agreed upon by project steering committee, coordinator, work stream leaders and approved by the DG/HOD. The project plan must be submitted to the Premier.
- c. The departments shall use the prescribed assessment tool (Provided together with an OFA implementation Guide and reporting template) to conduct functionality assessments.
- d. The departments are required to conduct assessments once every three years.
- e. Submit an OFA report with findings, recommendations and an improvement plan approved by the EA, to improve the functionality of the department, to the Premier.
- f. Ensure that implementation of the improvement plan is monitored by the Executive Management of the Department.
- g. Submit six-monthly reports under the signature of/approved by the DG/HoD on the status of conducting OFA to the Premier.
- h. After functionality assessment have been completed, ensure that an annual progress reports approved by the DG/HoD regarding the implementation of the improvement plan is submitted to the Premier (not later than 31 March of each year), until the planned outcomes of the improvement plan have been fully achieved.

#### **1.8.9.2. Service Delivery Improvement Plan (Strategic Mngt)**

- a. It is the requirement that all provincial departments develop SDIP to comply with the provision of the PSR, 2016 as amended and relevant prescribed.
- b. The DG/HOD or delegated authority shall appoint the task team members for a period of 3 years for the development, implementation and monitoring of the SDIP.
- c. The maximum of the three (3) key services should be identified for the development of the SDIP.

- d. The SDIP must be developed for a period of 3 years and submitted to the OtP for further submission to DPSA as per the prescribed timeframe in line with the SDIP prescripts.
- e. All provincial departments must submit the quarterly and annual report to the OtP for further processing to DPSA as per the prescribed timeframe in line with the SDIP prescripts.
- f. The DG/HOD or delegated authority shall sign off the reviewed SDIP document as per need for operational requirements and submit to DPSA before 31 March of the year.
- g. All provincial departments shall utilize the SDIP template as prescribed by the DPSA
- h. All provincial departments shall upload the approved SDIP on the Limpopo Knowledge Management portal in OMF repository and publish on the departmental intranet for ease of access by the employees.

**1.8.9.3. Productivity Management (Strategic Management)**

- a. Public service productivity (PSP) is an important measure of how effectively and efficiently public inputs (human labour, finances, and infrastructure) are being translated into high quality outputs (public goods and services) for the benefit of a fast-growing citizenry.
- b. Productivity is traditionally defined as the ratio between output (e.g. the quantity/number of products or services produced) and input (resources).
- c. All provincial departments should conduct productivity management in line with the Productivity Management Framework and utilize the productivity measurement instrument or assessment tools considering both the quality and quantity dimensions of institutions and the three core factors.
- d. Therefore, after completing the productivity measurement/assessment exercise, all provincial departments should develop a brief action plan to address these 'weak links' and improve total organisational productivity.
- e. Provincial departments should utilize the prescribed template in the Productivity Management Framework.

**1.8.9.4. Learning and Knowledge Management (Resource Centre & Knowledge Management)**

- a. The purpose of Learning and Knowledge Management (LKM) is to provide conceptual clarity and leadership that shall allow Department to implement LKM successfully and develop benchmarks that assist assessment parameters contributing to informed decisions over and around knowledge management for the department.

- b. All Provincial Departments should implement the LKM in line with the Limpopo Provincial Strategy and Policy.
- c. All provincial departments must upload all the OMF building blocks documents in the OMF repository utilize the Provincial Knowledge Management Portal to share knowledge with regard to all matters on operations management and service delivery planning in order to ensure efficient and effective roll-out of the OMF in the province.
- d. All Provincial Departments must work with their LKM Practitioners to ensure full utilization of the platform as part of implementing this policy.
- e. The Limpopo Provincial Departments Principal Users must also upload OMF documents on the OMF NSG Portal.

## ROLE AND RESPONSIBILITY

<b>Executive Authority (Premier / MEC)</b>	An executive authority shall establish and maintain an operations management framework which shall include approved service delivery model; list of all core mandated services provided by the department; mapped business processes for all services; standard operating procedures for all services; service standards for all services; a service delivery charter and a service delivery improvement plan in terms of Regulation 36 of the Public Service Regulation, 2016 as amended.
<b>Accounting Officer (Director General / HOD)</b>	Director General / HOD should oversee the institutionalisation and implementation of operations management framework in the department. To provide leadership, commitment and buy-in for implementation of the policy.
<b>Head of Corporate Services (Deputy Director-Generals / Chief Director: Corporate Services)</b>	Create conducive environment for the development and implementation of operations management strategy and policy. To hold accountable all Chief Directors to comply with the directives for the implementation of the operations management framework.
<b>Unit responsible for OMF / Organisational Development Unit</b>	The Directorate responsible for Organisation Development or OMF is primarily responsible to facilitate and assist the department to implement the OMF, solicit approval and uploading of the updating of the central process repository.
<b>Chief Directors</b>	Chief Directors are responsible for managing programmes and a range of related business processes and will hold a process owner responsible for managing a range of

	<p>processes. Ensure that a specific functional area's scope and mandate and related processes are identified, modelled, maintained, implemented, performance monitored and continuously improved.</p>
<p><b>Directors &amp; Line Function Managers / Process Owners</b></p>	<p>The Process Owners holds sub-process owners responsible for the optimal execution of the specific primary processes. This is usually a SMS and Middle Manager (Director / Deputy Director / Assistant Director) with direct authority over the process operatives (employees performing the process activities (tasks).</p>
<p><b>All staff</b></p>	<p>Adhere to the implementation of the approved developed OMF building blocks.</p>
<p><b>Provincial Operations Management Task Team</b></p>	<p>The OtP shall establish the Provincial Operations Management Task Team which shall be constituted by representatives from Provincial Departments and formally appointed by the Director-General. The Task Team will be responsible for the following functions:</p> <ul style="list-style-type: none"> <li>a) Provide technical support and guidance to all Provincial Departments in terms of the institutionalisation and implementation of OMF.</li> <li>b) Assist Provincial Departments in developing/conducting the SDM, BPM, SOP, SS, SDC, OFA, SDIP and Productivity Management.</li> <li>c) Provide technical support to Departments when conducting diagnostic exercises.</li> <li>d) Monitor and report on the OMF implementation to relevant structures.</li> </ul>
<p><b>Departmental Operations Management Task Team</b></p>	<p>All provincial department shall establish the Departmental Operations Management Task Team which should be constituted by representatives from the line function and support services units formally appointed by the Head of Department/Director General. The department may also utilise the task team established for OFA or any current existing structure that already deal with some of the matters outlined on the OMF.</p> <p>The departmental task team will be responsible for the following functions:</p> <ul style="list-style-type: none"> <li>a) Ensure the implementation of OMF within their respective department.</li> </ul>

	<ul style="list-style-type: none"><li>b) Ensure the development, reviewal and implementation of SDM, BPM, SOP, SS, SDC, &amp; OD for both CORE and Support services.</li><li>c) Ensure that OFA and Productivity Measurement assessment are conducted with report and implementation plan approved by the DG/HOD.</li><li>d) Ensure the implementation of the approved reports and implementation plan.</li></ul>
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**1.11.10 ENQUIRIES**

All enquiries in relation to this policy should be directed to the Organisational Development Coordination Unit in Office of the Premier.

## **SECTION 2**

### **HUMAN RESOURCES MANAGEMENT POLICY**

## **2. RECRUITMENT AND SELECTION**

### **2.1 PURPOSE AND OBJECTIVES**

#### **2.1.1. PURPOSE**

The purpose of the policy is to manage and control the provision of human resource management services in the Limpopo Provincial Government.

#### **2.1.2. OBJECTIVES**

The objectives of the policy are as follows:

- a) To establish consistent and fair recruitment processes across the Limpopo Provincial Administration.
- b) To create an appropriate procedure framework that will guide implementation of transfers.
- c) To provide mandates and processes according to which a Public Service employee can be seconded to another Department or Organ of state.
- d) To facilitate the retention of skilled and capable employees within the Provincial Administration.
- e) To manage the administration of resettlement and related expenditure incurred due to relocation, transfer, appointments, termination of service or death.
- f) To provide a framework for the compensation of employees for additional duties they perform in specific circumstances of their prescribed hours of work by order of an Executive Authority or a delegated authority.
- g) To manage the performance of overtime duty and the condition under which remunerative overtime should be performed; and manage all issues pertaining to overtime in the Provincial Administration.
- h) To create an 'appropriately sized' Provincial Administration with the establishment of human capacity that is sufficient in numbers and adequately balanced between managerial, professional and lower skilled staff and that addresses the distribution of capacity across Departments.
- i) To provide guidance on the development, implementation and management of Employment Equity Plans within the Provincial Administration.
- j) To provide measures for utilisation of special leave of absence by employees in all the departments.

- k) To provide for flexible standards and procedures in the working hours of the employees in the Provincial Administration.
- l) To manage and control the granting of permission to perform remunerative work outside the public service by employees.
- m) To determine the conditions under which the Executive Authority should grant or not grant the permission to perform remunerative work outside the public service.

## **2.2 AUTHORITY OF POLICY**

This HRM Policy is issued under the authority of the Premier of Limpopo.

## **2.3 LEGAL FRAMEWORK**

- a) The Constitution of the Republic of South Africa, 1996
- b) The Public Service Act, 1994, (Proclamation 103 of 1994), as amended
- c) The Public Service Regulations, 2016, as amended
- d) The Skills Development Act, 1997 (Act No. 97 of 1998)
- e) The Labour Relations Act, 1995 (Act No. 66 of 1995)
- f) Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
- g) Employment Equity Act, 1998 (Act No. 55 of 1998), as amended
- h) Public Finance Management Act, 1999 (Act No. 1 of 1999)
- i) SMS Performance Management and Development System
- j) Applicable Directives and relevant PSBC resolutions;
- k) Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- l) Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);
- m) Occupational Health and Safety Act, 1993 (Act No. 85 of 1993);
- n) Financial Manual (Issued by DPISA)
- o) Ministerial Directives and the SMS Handbook
- p) Executive Protocol, 2022
- q) CORE
- r) National Policy Development Framework 2020
- s) Limpopo Provincial Policy Management Framework, 2021

## **2.4 SCOPE OF APPLICATION.**

The HRM Policy is applicable to all Provincial Departments, and all employees appointed in terms of the Public Service Act, 1994, as amended.

The policy must be read and interpreted in conjunction with the Public Service Act, 1994, Public Service Regulations 2016, amended, GPSSBC and PSCBC

Resolutions and any other applicable legislation, directive or circular issued by the Minister of Public Service and Administration.

## 2.5 ROLES AND RESPONSIBILITY.

The roles, responsibilities, and powers for policy management within the Limpopo Provincial Government are outlined in the table below.

<b>Authority/ Office</b>	<b>Policy Development</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Premier</b>	Must direct that policies be developed/Review inline with priorities of government	Approve policies relevant to the Province in line with powers conferred by law or delegation	Oversees policy implementation	Conduct Monitoring and evaluation
<b>EXCO</b>	None	Must recommend approval of policy	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	None	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation
<b>Executive Management/ Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level

<b>Authority/ Office</b>	<b>Policy Development</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Labour Organizatio n</b>	Consultation with the relevant Labour Organisations	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>Strategic HR</b>	-Supports HR units in Departments in the implementation of the policy; -Coordinate the consultation process during policy formulation.	Shall motivate for the approval of the policy to the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Supports HR units in all Departments, the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies
<b>Department al HR Units/ Directorate</b>	Provide input during the policy formulation/Review process.	None	Ensures that all employees are informed of the new/reviewed policies (Create awareness).	Supports line managers, Executive Authority/ Accounting Officer in monitoring & evaluation of the approved policies
<b>Employees</b>	Provide input during the policy formulation/ review process	None	Ensures that they comply to the implementation of the policies.	Support management in the implementation of the policies

## **2.6 PRONOUNCEMENTS**

The recruitment, selection & appointments are done in line with PSA 1994, amended, PSR 2016, amended, GPSSBC and PSCBC, PHSDSBC Resolutions and any other applicable legislative prescripts, directive or circular.

### **2.6.1 METHODS OF RECRUITMENT**

An executive authority shall advertise any other vacant post, as a minimum, within the department, but may also advertise such post in the public service; locally; or nationwide.

For adverts of specialised posts, departments should consider advertising on public platforms or media that are likely to reach potential applicants from the relevant field of specialisation.

#### **(a) Advertisement of Posts**

An executive authority shall ensure that the advert for any post within the Public Service shall remain open for at least **four weeks** from the date of advertisement, however a readvert may remain open for at least two weeks.

An executive authority shall ensure compliance with all legislative requirements outlined in the Public Service Act, Public Service Regulations and any other applicable legislative prescripts, directive or circular for creating and filling posts within the public service.

All departments and public entities prior advertisement should submit them to Office of the Premier for quality for assurance.

Submission of requests for advertisements of posts through the Public Service Vacancy Circular shall conform to established legislative criteria, be devoid of errors, and be forwarded to the MPSA no fewer than fourteen days before the desired publication date. Failure to adhere to these stipulations shall result in either the non-publication of the advert or delays in publication.

Basic Information for an advertisement should include:

- i. Name, and reference number of the post
- ii. Post level and remuneration/package
- iii. Requirements and duties of the post
- iv. Centre where the post is located

- v. Closing date (must be a normal working day)
- vi. Closing time (hand delivered applications must be submitted by 16h00, and electronic applications by 23h59)
- vii. Address to which applications are to be submitted or posted, or link to which electronic applications are to be submitted
- viii. Enquiries (that is, name and contact details of the official)

### **(b) Electronic Recruitment and Selection System (eRSS)**

- i. The eRSS is an electronic system for advertising vacant posts by departments within the Limpopo Provincial Government. The public may apply for advertised positions through the system.
- ii. Once all the fields in the E-recruitment System are completed, the applicant confirms that they understand that by applying electronically, they agree that all the information presented is true, correct, and legally binding.
- iii. All applications submitted through an electronic format shall be accepted as the final application and may not be amended or supplemented in any way after the closing date indicated in the advertisement.

### **(c) Skills search/Headhunting**

This individually based method of recruitment can be used to seek and identify suitable candidates for positions where there is difficulty in recruiting suitably qualified candidates as well as candidates from historically disadvantaged groups.

This method should be used only in conjunction with the normal advertising of vacancies, i.e. an headhunted candidate/s should be requested to apply for the advertised position, whereafter the normal processes will apply.

In cases where no suitable candidate could be recommended after the final interview, further head-hunting can be undertaken. Such an earmarked candidate must be assessed by the same interview committee and against the same criteria used during the other interviews.

### **(d) Posting of the Advertisement**

Posting may be used in a situation where communities cannot be easily accessible through the normal and more conventional methods of recruitment.

A department may liaise at a local level with both officials and Non-Governmental Organisations (NGOs) for the display of adverts.

## **(e) Administration of Applications**

- i. The Department shall through Records Management receive, stamp and record manual and /or postal applications for advertised posts on the prescribed excel template.
- ii. Electronic applications shall be accessed through the eRecruitment system. Applications shall be kept in line with Records Management Policy.
- iii. Posted application/s received within five working days after the closing date will be considered provided, they were posted on or before the closing date of the advertisementmn.

## **2.6.2 SELECTION**

### **2.6.2.1 SELECTION COMMITTEE**

- a) Nomination of the selection committee shall be done by head of HRM in consultation with the head of the relevant branch subject to the approval of the Executive Authority /Delegated Authority
- b) The selection committee shall be appointed by the Executive Authority/delegated authority
- c) Selection Committee should have the necessary ability and competencies to administer selection process effectively
- d) The Selection Committee shall consist of at least four (04) members up to a maximum of five (05), including the chairperson who are employees of a grade equal to or higher than the grade of the post to be filled or suitable person outside the public service. However, the chairperson shall be an employee of a grade higher than the post to be filled.
- e) At least two members shall be technical experts conversant with the criteria relevant to the position
- f) HRM component shall amongst other things provide secretarial services and advice to the Selection Committee.
- g) A representative from recognised Labour Organisations should be invited to the selection processes as observers (one representative from each recognised organised labour) in the recruitment process only for salary level 1 to 12 posts.
- h) The selection committee shall remain unchanged throughout the selection processes, to ensure fairness and consistency.
- i) Any request on the changes of the selection committee should be supported by motivation, for consideration by the Executive Authority/ Delegated Authority.

- j) The selection committee members, observers and secretariat are required to declare any personal interest in the recruitment and selection process. In case where a conflict of interest exists, the member must recuse him/herself from participating in the shortlisting and/or interview process to ensure fairness, transparency, and the integrity of the recruitment process.
- k) Decisions and information discussed must be treated with the highest level of confidentiality. Should any member of the selection committee, observers and secretariat or any employee with access to such information within the department breach this confidentiality, the Department should take appropriate corrective measures.

### **2.6.2.2 THE ROLES OF THE SELECTION COMMITTEE**

The selection committee shall:

- a. Develop a criteria for shortlisting in line with requirements of the post
- b. Develop interview questions by conducting pre-entry assessment exercise, practical exercise tool, and integrity assessment.
- c. Make recommendations for competency-based management applicable for Senior Management Services.
- d. Make recommendations on the suitability of a candidate after considering only information based on valid methods, criteria or instruments for selection that are free from any bias or discrimination.
- e. Record the reasons for its recommendations with reference to the criteria set during the selection process.
- f. Ensure that the recommendations are in compliance with the advertisement
- g. Ensure that the recommendations are in compliance with applicable legislative prescripts.

### **2.6.2.3 SHORTLISTING**

- a. Only candidates who have applied and are on the record of applicants for the advertised post(s) shall be considered for shortlist.
- b. Shortlisted candidates must meet the inherent requirements of the post(s) and submit required certified copies of Identity Document (ID), qualifications, and Driver's licence if required on the day of the interview.
- c. Foreign Nationals must submit permanent residence permit and passport on the day of the interview.

- d. Applicants with Foreign qualifications remain responsible for ensuring that their qualifications are evaluated by the South African Qualifications Authority (SAQA) and to provide proof of such evaluation.
- e. Shortlisting must only be concluded on the basis of information provided in the prescribed application form and curriculum vitae.
- f. A minimum of 3 and a maximum of 7 candidates should be shortlisted for fair competition. In cases where the advert was duly advertised in line with the applicable HR prescripts and one or two applications are received, the department should proceed with the recruitment process.
- g. Personnel suitability checks shall be conducted on all recommended candidates before assumption of duty.
- h. Employment Equity status and targets of the Department shall be presented to the selection committee by HR/EE representative, and the selection committee shall ensure compliance.
- i. The secretariat shall keep minutes of the shortlisting processes and compile submission for approval by Executive Authority/ Delegated Authority.

#### **2.6.2.4 INTERVIEW**

- a. Shortlisted candidates for same post, shall be subjected to same selection instrument or techniques.
- b. All shortlisted candidates shall undertake the oral interview and two pre-entry assessments. One must be a practical exercise, and the other must be integrity (ethical conduct) assessments.
- c. Selection committee shall score both technical exercises as an additional criterion in the interview process.
- d. A selection committee shall make a recommendation for appointment of the most suitable candidate for approval by the EA/ Delegated Authority.
- e. The secretariat shall keep minutes of the interview process

#### **2.6.2.5 VETTING OF CANDIDATES**

- a. SMS candidates and other designated occupational categories should undergo vetting after assumption of duty.
- b. The department must verify whether the recommended candidate is listed with disciplinary record in the DPSA single discipline register/or PERSAL before considering applicant suitability for appointment.

#### **2.6.2.6 ASSESSMENT FOR SMS MEMBERS**

- a. Assessment of all SMS members should follow all prescribed assessment methods in the public service.

#### **2.6.2.7 APPOINTMENTS**

- a. The EA/Delegated Authority shall ensure that the recommendations made by the selection committee are in compliance with the advertisement and applicable prescripts, before granting approval to appoint.
- b. With regard to appointments of the Deputy Director General (DDG) and Head of Department (HoD), a submission of the recommended candidate must be presented to the Executive Council for concurrence prior to approval by the EA.
- c. A successful candidate shall be issued with a written offer of appointment (with an attached acceptance or decline letter), only after approval by the EA or Delegated Authority stipulating the appointment date, commencement salary, terms and conditions of employment including all service benefits applicable to the employee in the public service.
- d. A successful employee shall respond in writing within five (5) working days after receipt of offer of appointment.
- e. The decision on whom to appoint to the post is the prerogative of the Executive Authority/ Delegated Authority in line with HRM prescripts in the public service.
- f. If an EA/ Delegated Authority does not approve a recommendation of a selection committee, he or she shall record the reasons for his or her decision in writing.
- g. The unsuccessful interviewed candidates shall be informed of the outcomes of interviews in writing after the assumption of duty by the successful candidate.

#### **2.6.2.8 APPOINTMENTS IN THE OFFICE OF THE EXECUTIVE AUTHORITY**

- a. Posts in the office of the Executive Authority shall be created in line with relevant legislative framework.
- b. Posts in the office of the Executive Authority shall be filled in line with the Ministerial Handbook and other relevant legislative prescripts.
- c. Executive Authority may only fill vacancies in the Office of the EA by means of appointment in terms section 9 of Act for the term of office of the incumbent EA

which will terminate at the end of the month in which the term of that EA terminates for any reasons.

- d. An employee employed in terms of the provisions above shall not be transferred within the department or another department.
- e. The Executive Authority shall ensure that all the relevant documents of the recommended candidates are submitted to HR for verification.
- f. The recommended candidate/s must meet the requirements of the post/s in line with relevant legislative prescripts.

#### **2.6.2.9 ACTING APPOINTMENTS AND ALLOWANCE**

- a. The EA/ Delegated Authority may direct an employee under his or her control temporarily to perform any functions other than those ordinarily assigned to the employee or appropriate to his or her grade or post.
- b. An employee directed to act in another post should have the necessary competency for the post to which he/she is appointed to act
- c. Acting appointment with financial implications must be done in consultation with HR.
- d. The appointed employee must accept the acting appointment in writing within five working days
- e. No specific reference should be made to meet inherent requirements of the post when appointing an employee to act in a post.
- f. An employee directed to perform other functions shall perform the functions so directed for a period not exceeding twelve consecutive calendar months  
SMS members shall act for a period not exceeding six (06) consecutive calendar months, unless prior approval is obtained from the EA or delegated authority for re-appointment of acting member or appointment of a new member
- g. The Acting appointment should only be considered for compensation for the period of twelve (12) months from the date on which the post has been vacated and funding for the post acted is not reprioritized.
- h. An employee appointed in writing to act in higher post, by a person duly authorised by EA or delegated authority, shall be paid an acting allowance, provided that the higher post in which he/she is acting is vacant and funded, and the period of appointment is uninterrupted and longer than six weeks.
- i. Acting allowance shall be paid on monthly basis provided that the first six (06) week period back dated to the date acting was approved.
- j. Acting allowance is non pensionable and taxable, and any over payment or under payment must be recovered or refunded respectively.

- k. Acting allowance is calculated on the basis of the difference between current salary notch of the employee and the commencing salary notch of the higher post.
- l. The appointment of an employee in an acting capacity does not create the right or legitimate expectation to be appointed when the post is advertised.
- m. Employee appointed to act on higher vacant post shall continue performing his/her current responsibilities.

## **2.7 TRANSFER WITHIN PUBLIC SERVICE**

- a. A transfer may either be employee initiated, or employer initiated.
- b. An employee of a department may be transferred within a department by EA or delegated authority.
- c. The transfer of an employee to another department shall only take place after the Executive authorities or delegated authorities of the two departments have agreed in writing.
- d. Transfer of an employee shall only take place in consideration with the inherent requirements of the post, and the employee has the competencies to perform the functions of the posts to which he/she is being transferred.
- e. An employee shall not be transferred within the department or to another department into the post within the Office of the Executive Authority
- f. A transfer of an employee shall only be implemented against a funded vacant post.
- g. Transfer from other organ of state shall be done with the retention of benefits and conditions.

### **2.7.1 GENERAL CONDITIONS FOR TRANSFER**

#### **2.7.1.1 EMPLOYER INITIATED, CROSS AND INTERDEPARTMENTAL TRANSFER**

- a) An employee must be transferred to an equivalent post.
- b) The salary level of the employee shall not be reduced upon transfer unless he/she has consented to the reduction
- c) The employer shall be responsible for costs associated with the transfer
- d) The employer shall consult the employee.
- e) An employee has to agree or disagree with the transfer.

### **2.7.1.2 EMPLOYEE INITIATED, CROSS AND INTERDEPARTMENTAL TRANSFER**

- a) The salary level of the applicant must be equivalent to that of the post.
- b) An employee shall be responsible for costs associated with the transfer

## **2.8 SECONDMENT OF EMPLOYEES**

### **2.8.1 CONDITIONS OF SECONDMENT OF STAFF**

- a) The secondment of employees will be processed in line with section 15 of the PSA, 1994 as amended read in conjunction with Regulation 62 of the Public Service Regulations of 2016 as amended.
- b) The employee being seconded must have the necessary competency for the post to which he/she is seconded.
- c) The period of secondment shall not exceed 12 calendar months unless due to operational reasons determined otherwise by the Minister of Public Service and Administration.
- d) In instances where a department intends to extend the period of secondment, the department shall inform Office of the Premier in writing, who shall then request approval from MPSA.
- e) The conditions and arrangements applicable to an employee's secondment must be recorded by means of a written agreement between the recipient Department, organ of state, other government or any other body and the sending Department
- f) The secondment of an employee must be effected by means of a written agreement between the sending Department and the employee.
- g) An employee must enter into an agreement prior to the commencement of his or her secondment.

### **2.8.2 Conduct at the receiving department, organ of state, other government or any other body**

- a) The employee must at all times during the period of secondment, adhere to the operational and workplace arrangements determined by the receiving Department, organ of state, other government or any other body.
- b) Failure to do so may, depending on the circumstances, lead to the termination of the employee's secondment, which decision must be taken jointly by the receiving Department, organ of state, other government or any

other body and the sending Department, with due regard to any representations made by the employee concerning his or her continued secondment.

- c) The employee will for the duration of secondment, remain subject to the disciplinary code and procedure of the releasing Department.
- d) The receiving Department, organ of state, other government or any other body must bring any alleged transgressions by the employee to the attention of the sending Department. The releasing Department should take disciplinary action against the employee if it is deemed appropriate.
- e) The employee may, subject to agreement between the sending Department and the recipient department, organ of state, other government or any other body, utilize the grievance procedure applied by the recipient Department, organ of state, other government or any other body.
- f) A decision to terminate a secondment should be taken jointly by the Department and the recipient Department, organ of state, other government or any other body.
- g) If a Department has in terms of paragraph 5.3 of Part A of the National Policy on the Secondment of South African Public Service Employees, above opted to bind an employee to continue employment in either the sending Department or the Public Service after expiry of his or her period of secondment.

## **2.9 STAFF RETENTION**

Departments may develop staff retention strategies which provide/cover the following:

- a. The retention of employees shall not be automatic and will be at the discretion of the Executive Authority in line with the Legislative Frameworks.
- b. Retain qualified, high performing and professional competent employees to sustain service delivery.
- c. Retention of employees shall address fundamental workforce challenges facing the Department including:
  - i. Skills shortages;
  - ii. The ageing workforce;
  - iii. Retirement of employees;

## 2.10 SUCCESSION PLANNING

- a. Succession planning is an essential component of the broader human resource planning process. It involves an integrated, systematic approach for identifying, developing and retaining capable and skilled employees in line with current and projected needs of the department.
- b. A good succession-planning programme aims to identify high growth individuals, train them and feed the pipelines with new talent.
- c. As part of a broader human resource (HR) planning process or framework, succession planning is just one strategy that can help or support the departments to address HR issues related to:
  - i) The ageing workforce;
  - ii) Retirement;
  - iii) Competitive labour markets;
  - iv) Potential skill shortages;
  - v) Internal competency gaps;
  - vi) Employment Equity etc.
- d. Essentially, succession planning is a conscious decision to foster and promote the continual development of employees and ensure that key positions maintain some measure of stability, thus enabling individual departments to achieve their mandate.

Departments may develop succession planning strategies which provide/cover the following:

- a. Identifying critical jobs needed at various levels within individual departments
- b. Identify and prepare high-potential employees such that the right skills are aligned to the right positions as and when they are needed;
- c. To reinforce excellence and competent performance, ensuring that the departmental Employment Equity Plans are aligned to the departmental needs within the province.
- d. To ensure continuity of specially identified management, leadership and technical competencies
- e. To manage employee advancement as well as providing a continuous flow of talented people to meet the organization's management needs
- f. Ensure mentorship and coaching of employees at middle management

## **2.11 RESETTLEMENT**

The employer shall generally meet, within reason, the actual resettlement costs within the country incurred by an employee and her or his immediate family as a result of official duties, or, in some cases, on termination of service or death.

### **2.11.1 CONDITIONS FOR RESETTLEMENT**

- a) An employee will be paid a resettlement cost if the radius he/she is transferred to is 50 kilometres or more away from his/her previous headquarters, on condition that the employee has resettled.
- b) SMS member's resettlement must be dealt with in terms of Chapter 3 of the SMS Handbook.
- c) For this purpose, an employee's immediate family includes only an employee's (a) spouse, (b) minor child, and/or (c) relative (i) who lives with the employee except when attending an educational institution, and (ii) who relies on the employee for the bulk of her or his subsistence.

### **2.11.2 COSTS ASSOCIATED WITH APPOINTMENTS AND EMPLOYER INITIATED TRANSFERS**

In cases of an employer-initiated transfer, the employer will assist the employee with the associated costs as provided below:

#### **2.11.2.1 Travel and Subsistence**

The employer may meet the actual costs that an employee incurs for travel and subsistence during–

- a) One visit by an employee or a member of his/her immediate family to the new place of work before the date of the transfer.
- b) The move of the employee and his/her immediate family to the new place of work.
- c) All travel will be dealt with in terms of the Subsistence and Travel policy/directives.

#### **2.11.2.2 Transportation and storage of household and personal effects**

- a) The employer, within available financial resources, meets reasonable actual costs of transportation to the new accommodation, packing, storage, unpacking and insurance cover. This shall occur provided that the relocation takes place within a period of 3 calendar months from the

date of transfer. Deferment of the resettlement costs may be requested for a total period not exceeding 12 months. This shall be subject to written motivation and approved by the Accounting Officer.

- b) Departmental Supply Chain Management policies and procedures must be followed at all times. Conveyance of the most economical means must be authorised. The quoted price may include loading and unloading, packing and unpacking as well as insurance charges for any loss or damage in transit. Three quotations must be obtained.
- c) If the employee wishes to make use of personal or private transport, motivation should be submitted to the Accounting Officer for approval thereof. The request should detail the kilometres to be travelled and the engine capacity of the vehicle. The kilometres travelled will be paid as per the prescribed tariff. No insurance cover will be paid by the Department. This option should be less expensive than the costs of the registered service provider; otherwise this option may not be approved.
- d) An employee's privately owned motor vehicle/s, motorcycle trailer and caravan must be transported at the most economical rate.
- e) The employer shall cover the expense of storage of personal effects as well as all-inclusive insurance cover thereof. Storage is limited to one month per transfer and may be extended up to a maximum of 2 months by the written approval of the Accounting Officer. The cost of conveying personal effects from one place of storage to another place of storage may not be paid by the employer, unless the Accounting Officer of the Department is satisfied that the removal is unavoidable.
- f) If the employee wishes to make use of a private storage facility, motivation should be submitted to the Accounting Officer for approval thereof. This option should be less expensive than the costs of the registered service provider; risks associated with storage shall be the responsibility of the employee.

### **2.11.2.3 Interim Accommodation**

- a) The employer shall meet reasonable actual costs for interim accommodation in rented furnished or unfurnished accommodation, provided that such accommodation is required due to unavoidable circumstances at the new place of work. The employee and his/her immediate family shall be accommodated under such arrangement for a period not exceeding one month at his/her new workplace.

- b) If the employee makes use of a hotel or guest house, the grading of the hotel should be in line with the Subsistence and Travel policies/directives. The following expenses may be met from state funds: accommodation, tourism levy, parking, meals and laundry.
- c) If the employee makes use of private accommodation, the employee may claim the full Subsistence and Travel according to approved rates.
- d) Extension of the initial one-month period by up to an additional one month may be approved by the Accounting Officer, if the employee was unable to secure permanent accommodation within the first month.

#### **2.11.2.4 Additional costs associated with employer-initiated transfers**

##### **Tax on motor vehicle that cross international borders**

The employer may pay the actual expenditure on custom duty, tax and other levies or fees arising from the transportation of private motor vehicles across international borders provided there is documentary proof.

#### **2.11.3 Transfer on accommodation**

Actual transfer fees may be paid if the employee purchases a dwelling or a building site at the new place of work within 12 months of his/her transfer.

#### **2.11.4 New School Books, Uniforms and related costs**

- a. For each school going child of the employee, who must change schools as a result of the relocation, the employer shall within 12 months of the transfer, provide a once-off payment as revised by the Minister of Public Service and Administration on a quarterly basis.
- b. S & T expenses may be paid to the employee if his/her immediate family remain at the former place of work to cover travel expenses at the beginning and end of the school year and school holidays not exceeding 12 months of the date of transfer.

#### **2.11.5 Sundry Costs: Resettlement Allowance accouchement**

- a) To meet incidental expenses, the employer will pay a resettlement allowance calculated as follows:

- i. If an employee will occupy furnished accommodation at the new place of work, 25 per cent of the employee's basic monthly salary on the date of resettlement, or
  - ii. If an employee will occupy unfurnished accommodation, the employee's basic monthly salary on the date of resettlement.
- b) An employee will be paid a resettlement cost if the radius he/she is referred to is 50 kilometres or more away from his/her previous place of work on condition that the employee has resettled. The employee must submit proof that he/she has resettled within 3 months.

#### **2.11.6 Death**

- a) The employer shall pay the costs of transporting home the remains of an employee who died on official duty away from his/her place of work.
- b) Such arrangements should take place within applicable legislative prescripts.

#### **2.11.7 Termination of service**

- a) If an employee retires from the Public Service, the employer shall meet, at the request of the employee, the reasonable actual cost of resettlement of the employee and his/her immediate family.
- b) The relocation must be claimed within 3 months of the retirement and may only be paid once.

#### **2.11.8 Privileges for new appointees (existing public service employees only)**

- a) The Accounting Officer may approve that the reasonable actual costs of relocation of a newly appointed public servant to his or her place of work be paid.
- b) These expenditures may include once-off payment of reasonable actual costs of:
  - (i) travel by the employee and his or her immediate family,
  - (ii) transport, insurance
  - (iii) and one month's storage for personal and household goods.
- (c) The employee shall agree in writing to repay the employers expenditure for relocation if he/she leaves the public service within 12 months or less.

## **2.12 OVERTIME**

### **2.12.1 AUTHORIZED REMUNERATIVE OVERTIME WORK**

- a. Remunerative overtime shall be authorised by the EA or the delegated official in advance, unless it is an emergency overtime of which approval deviation should be applied for, within **five (5) working days** after the performance of the emergency overtime.
- b. When considering overtime work, the EA or the delegated official must take into account the following factors:
  - i. Circumstances that necessitate the performance of overtime work;
  - ii. The budget available for overtime work; and
  - iii. The steps that the Supervisor took to prevent the performance of overtime work for example reallocation of staff, temporary utilization of staff in other divisions or any other relevant factors.

### **2.12.2 CONDITIONS FOR OVERTIME WORK**

- a. An employee may perform overtime work to a maximum of three hours on a working day or eight hours on weekends and Public holidays.
- b. An employee may not work more than ten hours' overtime a week.
- c. An employee may work overtime on a Sunday or public holiday.
- d. An Executive Authority may not approve overtime exceeding 30% (percent) of the employee's monthly salary.
- e. If the employee was not on authorized standby, the journey counts as an official journey but the time spent on the journey does not count as overtime work; and
- f. If the employee was on authorized standby duty, the time spent on the journey counts as overtime work.
- g. Employees in the SMS, excluding those in acting capacity, do not qualify for remunerative overtime as prescribed in regulation 49 (1) of the PSR, 2016, as amended and SMS Handbook, 2024, as amended.

## **2.13 COMPENSATION FOR OVERTIME WORK**

The employer may grant an employee time off equal to the time worked or compensate authorised overtime work by paying an employee in terms of

Basic Conditions of Employment Act (BCEA) of 1997, chapter 2 section 10(4) (a) as amended and in accordance with the Financial Manual as issued by the Minister of Public Service and Administration.

Overtime performed on Sundays, and public holidays will be processed in accordance with PSCBC Resolution 01 of 2007 and the Financial Manual as issued by the Minister of Public Service and Administration.

### **2.13.1 PROCEDURE TO OBTAIN APPROVAL FOR PAID OVERTIME**

- a) The responsible manager shall request approval for performance of overtime from the Accounting Officer through Human Resources Management Office.
- b) If the period of overtime falls in two financial years, approval shall be obtained separately for each financial year.
- c) Human Resource Management Office shall communicate the approval for overtime payment with Finance office.

### **2.13.2 CONTROL MEASURES FOR REMUNERATIVE OVERTIME WORK**

To exercise proper control measures on remunerative overtime work, the supervisor shall -

- a. Minimize overtime work and take the departmental budget into account.
- b. Estimate beforehand the number of hour's overtime duty to be performed each day and set the maximum hours of overtime allowed.
- c. Ensure that remunerative overtime work does not adversely affects the quantity and quality of work performed during normal working hours.
- d. Always ensure high productivity and adequate supervision.
- e. Keep records of all overtime work including attendance registers

## **2.14 STRATEGIC HUMAN RESOURCE PLANNING**

### **2.14.1 DEVELOPMENT OF MTEF HUMAN RESOURCE PLANS**

Strategic HR planning is recognised as a key priority and core management practice for optimising human resources' capability of meeting current and future challenges for service delivery.

Departments shall develop MTEF HR Plans that are aligned to the Departmental Strategic Plans.

#### **Purpose**

- a. To develop MTEF HR plans that address key workforce challenges for the three to five-year period covering the MTEF cycle.
- b. To monitor implementation on an annual basis covering the beginning of a financial year to the end of the financial year using the appropriate reporting template.
- c. Departments shall review implementation prior to the next budget cycle. The outcomes should be continuously monitored and evaluated to determine progress in addressing the identified gaps.
- d. To address HR gaps through the development of HR strategies and measures aimed at shaping the current workforce.
- e. To strengthen the capacity of the Department to address its challenges and goals.
- f. To assess and understand the current and future needs of departments.
- g. To identify priorities and strategies that will shape the activities and operational plans of all HR components - Organisational Development and change management, Human Resource Practices and Administration, HR Utilisation and Development, HR Planning and Information Systems, Employee Health and Wellness, and Employee Relations and Labour Relations.
- h. To provide alignment between the Department's strategic plan and HR plan. Alignment can be achieved through the participation of HR/Corporate Services in the Department's Strategic Planning process, where implications of workforce and related HR aspects can be discussed and included in the overall Department plan. In addition, alignment can also be achieved through the HR function engaging with managers and with the Department's Strategic Plan to better understand the context and needs of the Department.

- i. Departments shall complete the HR Self-Assessment to assess the HR Management function in the Public Service to strategically assist in the achievement of services and use it as an input during the development of the HR Plans and decide on appropriate interventions for the top five indicators.

## **2.15 EMPLOYMENT EQUITY**

Employment Equity is a principle of creating a workplace that has equal opportunities for all employees, regardless of their race, gender and disability.

### **Purpose**

Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination

Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups to ensure their equitable representation in all occupational levels in the workforce

### **2.15.1 ROLES AND RESPONSIBILITIES OF EXECUTIVE AUTHORITY AND ACCOUNTING OFFICERS:**

- a. Develop and implement a five-year Employment Equity Plan;
- b. Ensure that EE targets are achieved in line with the approved EE Plan, any deviations must be accounted for;
- c. Ensure that implementation of EE is directly linked to all members of the senior management services (SMS) strategic and operational plans, especially in managing and further training and development of their human resources;
- d. Promote and advocate the EE policy;
- e. To ensure that there is a dedicated manager/ senior official responsible for EE;
- f. Ensure that the Department achieve the set EE Targets;
- g. Accounting Officer's must ensure the implementation of the eight (8) principle action plan for promoting Women Empowerment and Gender Equality within the Public Services;
- h. Submit the EE Report to the Department of Employment and Labour within the prescribed time frames; and
- i. The EE Report shall be displayed at the employer's premises.

## **2.16 LEAVE**

All types of leaves for employees employed in terms of the public service act that falls within the registered scope of the PSCBC shall be managed and implemented in line with the Determination and Directive on leave of absence in the Public Service.

All types of leaves

All types of special leave for employees and departments that falls within the registered scope of GPSSBC shall be managed and implemented in line with the Determination and Directive on special leave in the General Public Service Sectoral Bargaining Council.

### **2.16.1 EVENTS FOR WHICH EMPLOYEES WILL NOT BE REQUIRED TO UTILIZE LEAVE**

Employees will not be required to submit leave forms or utilise special leave in the following instances:

- a. Study tours initiated by the Department or the Public Service;
- b. Absence for purposes of registering for studies;
- c. When an employee is “subpoenaed” as a witness in any legal proceedings, disciplinary enquiry, commission appointed by the State or any other relevant authority empowered to do so;
- d. When an employee has to appear before a court of law arising from his or her official duties;
- e. Where an employee attends a course, workshop, lecture etc. presented by a State department or private institution for which he or she has been nominated by the employer;
- f. When an employee assists or represents an employee during a disciplinary enquiry or in a dispute proceeding or an investigation into a complaint or grievance;
- g. When he or she is absent from duty –
  - i. As the aggrieved person during an investigation into his or her complaint or grievance;
  - ii. as the person being charged in a disciplinary enquiry;
  - iii. As an applicant in a Conciliation Board, Arbitration or Labour Court;
- h. When appointed by any department to render services;

- i. Attendance of an interview for a post within the Public Service and any organ of state; and
- j. Written proof should be provided/ submitted to the employer.

### **2.16.2 EVENTS FOR WHICH SPECIAL LEAVE WILL NOT BE GRANTED**

- a) Attendance of self-enrichment courses that are not in the interest of the department.
- b) Repeating of courses (sitting for examination in respect of the same course or paper for a third and beyond). Only applicable if it is the direct result of a bereavement and or illness/accident the employee experienced in the preparation period of writing exam/test, refer to page 2 of the Resolution and page 5 sub-paragraph 6.3.3 of the Directive on Special Leave in the GPSSBC of 2024.

### **2.17 WORKING HOURS AND WORKING ARRANGEMENTS**

- a) The Head of Department shall determine—
  - i. the work week and daily hours of work for employees; and
  - ii. the opening and closing times of places of work of the department, taking into account—
  - iii. the needs of the public with due regard to the department's service delivery improvement plan; and
  - iv. the needs and circumstances of employees, including family obligations and transport arrangements.
- b) All full-time employees are expected to be on duty on each working day for a minimum of 8 hours per day and to work a minimum of 40 hours per week (meal breaks excluded). The normal working week is from Monday to Friday.
- c) Part-time employees will work the number of hours per day/week as specified in their employment contracts.
- d) Full time employees should commence work from 07h30 and knock off at 16h30. Lunch will be one (1) hour, from 13h00 to 14h00.
- e) No employee should be absent during normal working hours without obtaining prior approval from her/his manager/supervisor. Partial leave

application should be utilised to manage absenteeism during working hours.

#### **2.17.1 KNOCK-OFF TIME AND MANAGEMENT OF LEAVE PRIOR TO GOOD FRIDAY AND DURING CHRISTMAS AND NEW YEAR'S HOLIDAYS.**

- a) Knock-off time prior to Good Friday, Christmas and New Year holidays shall be as determine by the Director General.
- b) Departments should encourage employees to take leave during the week of 21 – 31 December, as there are no pertinent government activities taking place during that period.
- c) Employees who render essential services are excluded from the measures indicated above.

#### **2.17.2 FLEXIBLE WORKING ARRANGEMENTS**

- a) Any flexible working arrangements should be of a need base and fully motivated for approval by the Accounting Officer.
- b) In response to a disaster, the accounting officer should ensure development of flexible working arrangement that comply with disaster management regulations. These arrangements should take into account the safety of employees and the delivery of service to citizens.

#### **2.18 ENQUIRIES**

All enquiries shall be directed to Transversal HRM Coordination in the Office of the Premier.

## **SECTION 3**

# **HUMAN RESOURCES DEVELOPMENT POLICY**

### **3.1 INTRODUCTION**

The realisation of service delivery challenges in the Limpopo Province requires the availability of requisite skills. The Limpopo Provincial Government is obliged to create an enabling environment for the provision and or acquisition of relevant skills by the citizens of the Province.

A regulatory framework is thus needed to guide the provision of such a service. This Provincial Human Resources Development Policy makes the requisite provision for the employed and unemployed to be empowered accordingly in line with the Province's development objectives.

### **3.1.1 PURPOSE AND OBJECTIVES OF THE POLICY**

#### **3.1.1.1. PURPOSE**

The purpose of this policy is to: -

- a. To regulate the education, training and development (ETD) of employees and unemployed youth by the Limpopo Provincial Administration;
- b. Transform public service into effective and efficient service delivery;
- c. Invest in human capital for a developmental state; and
- d. Implement digital transformation to improve efficiency.

#### **3.1.1.2 OBJECTIVES**

This policy addresses the following objectives:-

- a. To build the capability of the state to play a developmental and transformative role;
- b. To create a culture of lifelong learning and skills based necessary for the achievement of the strategic objectives of the Limpopo Provincial Administration;
- c. To identify and nurture the potential of employees and unemployed bursars;
- d. To open the workplace as a training space;
- e. To facilitate the development of career path for all employees in the departments;
- f. Implement the Limpopo Provincial Sector Skills Plan;
- g. Conduct institutional reviews, skills audit and capacity building to ensure that state institutions are execution driven in line with their mandates; and
- h. Develop technical capacity to enhance programme and project management in the Provincial Administration.

### **3.1.2 AUTHORITY OF POLICY**

This policy is issued and authorised by the Executing Authority for the Limpopo Provincial Administration.

### **3.1.3 LEGAL FRAMEWORK**

- a) The Constitution of the Republic of South Africa (Act No. 108 of 1996);
- b) Labour Relation Act (Act no 66 of 1995);
- c) Public Service Act (1994);
- d) Public Service Regulation (2016);
- e) Employment Equity Act, 1998 (Act 55 of 1998);
- f) The White Paper on the Transformation of the Public Service 1997;
- g) The Skills development Act (Act no 97 of 1998) as amended;
- h) The Skills Development Levies Act (Act no 9 of 1999);
- i) The National Skills Development plan 2030;
- j) The National Skills Development Strategy for South Africa, 2010-2015;
- k) The National Human Resource Development Strategy;
- l) Directive on the Employment of Persons into Developmental Programmes in the Public Service;
- m) DPISA guidelines on Learnership;
- n) ETA guidelines on Learnership;
- o) National Qualification Framework Act;
- p) Limpopo Development Plan (LDP);
- q) The utilization of 1% personnel budget for training and development in the Public Service, 2012;
- r) The Public Service mentorship programme;
- s) Directive on Compulsory Training Programmes for the Public Service;
- t) Directive on compulsory capacity development, mandatory training days and minimum entry requirements for SMS;
- u) Public Service Skills Audit Methodology Framework; and
- v) Directive on Human Resources Management and development for Public Service Professionalisation Volume 1

### **3.1.4 SCOPE OF APPLICATION**

This policy is applicable to all employees, on permanent and fixed-term contracts, as well as unemployed youth in the Limpopo Provincial Administration.

### 3.1.5 PRINCIPLES

- a. Poverty alleviation;
- b. Skills enhancement;
- c. Job creation;
- d. Employment equity; and
- e. Provision of workplace experience.

### 3.1.6 POLICY PRONOUNCEMENTS

#### 3.1.6.1 ROLES AND RESPONSIBILITIES

The roles, responsibilities and powers for policy management within the Limpopo Provincial government are outlined in the table below. These roles, responsibilities and powers apply to departments policies.

<b>Authority /Office</b>	<b>Formulation &amp; drafting policies</b>	<b>Policy approval</b>	<b>Policy implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy relationship of policy implementation with electoral mandates	Approves amendment of policy resulting from a review.
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation

<b>Executive Management/Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Organised labour</b>	Recommend the draft policy before submission	None	Check whether the rights of employer and employee are justifiable served in term of policy implementation	Monitor implementation
Public Sector HRD programmes Directorate	Support HRD units in Departments in the implementation of the policy; Coordinate the consultation process during policy formulation	Shall motivate for the approval of the policy to the relevant authority.	Provides support to all Provincial departments on the implementation of the policy	Supports HRD units in all departments, the Executive Authority/ Accounting Officer in monitoring & evaluation/ alternatively analysis implementation of policies.
Departmental HRD Units/Directorate	Provide input during the policy formulation/ review process	None	Ensures that all employees are informed of the new policy (create awareness)	Support line managers, Executives and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analyse implementation of policies.

Employees	Provide input during the policy formulation/ review process	None	Ensures that they comply to the implementation of the policies	Support management in the implementation of the policies
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## 3.2 SKILLS AUDIT

### 3.2.1 PURPOSE

- a. Skills audit shall be conducted in accordance with Public Service Skills Audit Methodology Framework. (PS-SAMF) as directed by the Department of Public Service and Administration (DPSA)
- b. The Framework brings about a uniform and standardised approach to determining the nature of skills demands and assessment of skills needs as well as disparities within the Public Service Department.

### 3.2.2 ADMINISTRATIVE PROCEDURE

Data collected for the purposes of conducting a skills audit shall be treated with strict confidentiality, adhering to all relevant legislation, including the Protection of Personal Information Act no of 2013 and Minimum Information Security Standards of 1996.

### 3.2.3 MONITORING

Departments are required to submit reports on the implementation of the Framework as part of the Annual HRD Implementation Plans and Monitoring and Evaluation on an annual basis.

### 3.2.4 TRAINING PLANS

- a. Departments shall ensure that the Training plan, WSPs, HRDIP are developed and approved: and
- b. These plans shall be submitted to relevant stakeholders within the required timeframes.

### 3.2.5 TRAINING REPORTS

The training reports shall be submitted to relevant stakeholders within the required timeframe on a monthly, quarterly and annual basis.

### 3.2.6 SKILLS PROGRAMMES/CREDIT BEARING

Roles of Departments: -

- a. All departments shall create opportunities for employees' training, education and development;
- b. Training programmes shall be based on a detailed assessment of individual and departmental needs as well as competencies required for effective job performance. The process shall be linked with the Performance Agreement/Job description, Work plans of employees and objectives and priorities of the Department as outlined in the Strategic documents of the Department; and
- c. Departments shall set aside/ ring -fence at least 1% Personnel budget for training of employees in accordance with the Skills Development Act of 1998 as amended.

### **3.3 SHORT COURSE/ NON-CREDIT BEARING**

#### **3.3.1 COMPULSORY TRAINING PROGRAMMES**

##### **3.3.1.1 PURPOSE**

- a. Human Resource Development in the departments shall take the responsibility of defining compulsory training for employees.
- b. Departments shall prioritise the training of their employees in the areas outlined as compulsory.

##### **3.3.1.2 Compulsory Induction Programmes (CIP)**

All newly appointed employees from level 1 – 14 are compelled to go through the CIP within six (6) months of their employment to confirm permanent appointment and also pay progression after 24 months. This includes those who resigned and re-joined the Public Service.

##### **3.3.1.3 Departmental Induction**

Departments shall ensure that they conduct Departmental induction which include but not limited to leave management, PMDS, Grievance management, Asset management, Disaster management, Risk management, etc. within the first six months of appointment.

##### **3.3.1.4 Executive Induction Programme (EIP)**

Departments shall ensure that all newly appointed HoDs and DDGs appointed at salary levels 15 – 16 attend the course to better serve the citizens of South Africa through exemplary leadership and perform in a way that contributes to real value creation within their Departments and across government.

#### **3.3.1.5 Khaedu training and deployment to service delivery sites**

All SMS and MMS members shall be taken through KHAEDU training to address service delivery challenges in government Institutions.

#### **3.3.1.6 Ethics in the Public Service**

Departments shall ensure that all identified employees attend and complete this course to help build an ethical culture in the Public Service. This shall promote and institutionalise integrity, transparency, accountability and good governance practices.

#### **3.3.1.7 Managing of Performance in the Public Service**

Departments shall ensure that all identified employees attend and complete this course to be able to navigate the entire performance management cycle from the drafting of performance agreements based on strategic plans, to the performance appraisal system and required administration. This course is intended to ensure that the alignment of the NDP objectives by each Department is emphasised.

#### **3.3.1.8 Supply Chain Management for the Public Service**

Departments shall ensure that all identified employees attend and complete this course to develop Public sector Supply Chain Management knowledge, skills and values as espoused in the Constitution (Section 217) , to support service delivery and alleviate adverse supply chain management related findings in Departments.

#### **3.3.1.9 Financial Management Delegations of Authority**

Departments shall ensure that all identified employees attend and complete this course to develop capacity for the effective implementation of financial management delegations of authority to lower levels in departments. It shall also assist officials to understand the legal framework within which they are expected to exercise financial management delegations to improve compliance in financial management across the Public Service.

#### **3.3.1.10 Re-orientation in the Public Service**

Departments shall ensure that all employees who joined the Public Service before 1July 2012 and have not attended the Compulsory Induction Programme (CIP) and Executive Induction Programme (EIP) attend and complete the course.

The departments should ensure that all employees undergo reorientation once every five years.

#### **3.3.1.11 Basic Project Management for the Public Service**

Departments shall ensure that all identified employees who require introduction to the concepts and methodology of project management for simple to moderately complex projects attend and complete this course.

#### **3.3.1.12 Advanced Project Management for the Public Service**

Departments shall ensure that all identified employees who require to align and integrate project planning components at an advanced level into a single overall project management plan attend and complete this course.

#### **3.3.1.13 E-LEARNING**

- a. Departments shall ensure that employees who register online courses must complete their session within 90 days and submit their certificate to HRD for capturing and filing;
- b. Departments must in line with the stipulated / recommended time it takes to complete an online course, officially release officials for the same duration to complete such courses and submit the certificate to HRD to account for the time out of office and time not doing official work.
- c. The time spent during the attendance of official E-learning courses shall be regarded as official.
- d. Employees who register online courses shall inform HRD on the course registered, duration and name of Institution; and
- e. Upon the completion of the online course, Departments shall not be liable for the costs related to graduation ceremony.

#### **3.3.1.14 NATIONAL SCHOOL OF GOVERNMENT FUNDED PROGRAMMES**

- a. Departments shall ensure that they participate in the National School of Government (NSG) funded programmes when the window for participation is open and demand meets the NSG requirements; and
- b. Funded programmes shall be coordinated through the Office of the Premier in line with the needs of Departments.

#### **3.3.1.15 COMPETENCY BASED ASSESMENT**

- a. Departments shall conduct competency-based assessments for developmental purposes at least once in every 18 months;
- b. The identified gaps shall also be addressed through the 1% and be included in the WSPs; and
- c. Training of SMS members shall take into consideration the Directive on mandatory training days.

#### **3.3.1.16 TRAINING BUDGET**

- a. The Head of Department shall ensure that sufficient budgeted funds are available for the training and development of employees and the unemployed and shall provide training and development opportunities for employees and the unemployed in the respective departments.
- b. Each department must budget at least one 1 percent of its payroll/personnel budget for training and development of employees and the unemployed.
- c. Allocation of training budget shall be done in line with the directive on the utilization of training budget issued by the DPSA.
- d. Departments shall contribute a certain percentage of funds/ administration fee/skills levies to a Sector Education and Training Authority (SETA) in line with the directive issued by the DPSA.

#### **3.3.1.17 ATTENDANCE OF SKILLS PROGRAMMES / SHORT COURSE / WORKSHOP**

- a. An employee shall avail himself or herself for training and development and comply with all the requirements set out during and after attendance of a skills programmes/workshop as outlined on section 4 (i) of the Public Service Regulations.
- b. Nominated employees shall attend and present themselves to a training session equal to the number of days and notional hours set by the training Institution/Directorate.
- c. Hours spent during the attendance of training/workshop shall be regarded as official.
- d. Failure to attend will lead to identified/nominated employee to incur all the expenses.

#### **3.3.1.18 MONITORING**

Departments are required to submit reports on the implementation of compulsory training programme on a monthly, quarterly and annual basis.

## **3.4 BURSARY**

### **3.4.1 BENEFITS FOR BURSARS**

- a. Bursaries shall be awarded for fields of study that address priorities of the Limpopo Provincial Government for social and economic development. This shall be informed by the Limpopo Development Plan (LDP), Provincial Sector Skills Plan (PSSP), Sectors' Critical and Scarce Skills Plans, Auditors General's Reports and Departmental Workplace Skills Plans (WSPs).
- b. The bursaries shall be awarded to:
  - i. Students from previously disadvantaged individuals (PDIs);
  - ii. Limpopo residents, indigent, financially needy and academically deserving; and
  - iii. Qualifying employees of Departments.

#### **3.4.1.1 CONDUCT BURSARY AWARENESS CAMPAIGNS**

- a. An information booklet on the critical and scarce skills shall be developed for Limpopo Provincial Administration;
- b. Provincial Departments shall conduct awareness campaigns through school visits, career expo's, imbizo, critical and scarce skills summit and road shows; and
- c. Provincial career exhibitions shall be held at least once a year.

#### **3.4.1.2 ADVERTISEMENT**

Bursary opportunities shall be advertised through the following:-

- a. Local print and electronic media
- b. Circular to Department
- c. Notice boards
- d. Intranet and internal publication for internal employees
- e. The closing date for all bursary applications shall be in line with the closing date of Institutions of Higher Learning each year unless stated otherwise.

#### **3.4.1.3 SELECTION CRITERIA**

The following criteria shall apply in the selection of prospective bursars: -

- a. Prospective bursars shall be permanent residents of Limpopo Province;
- b. Prospective bursars shall be indigent, financially needy and academically deserving;
- c. Prospective bursars shall not be bursary holders of any other Institution (private and public);
- d. Academic performance as proven by the latest academic reports;
- e. Field of study shall be informed by the Limpopo Development Plan (LDP), Provincial Sector Skills Plan (PSSP) as well as critical and scarce skills;
- f. Representation shall be based on race, gender and disability;
- g. Prospective bursars who are in the youth category shall fall within the youth category of 18-35 years;
- h. Internal bursars shall be employees of that Department; and
- i. The awarding of the bursary shall be in line with the employees' scope of work.

#### **3.4.1.4 BURSARY COMMITTEE**

- a. There shall be a Bursary/Training Committee in Departments.
- b. The committee shall adjudicate all bursary awards; and
- c. This committee shall serve for a period of three years.

#### **3.4.1.5 BURSARY CONTRACT**

Upon confirmation of acceptance of the award and admission by the Institution of Higher Learning a bursary contract shall be entered into between the bursar and the Department.

The bursary contract shall include amongst others the following:

- a. The duration of the contract;
- b. Field of study that the bursary covers;
- c. Redemption or termination of contract;
- d. Placement after completion;
- e. Performance or non-performance;

- f. In case the Department fails to place within **three** months, the bursars shall be released from the contractual obligations and not be entitled to reimbursement;
- g. Forfeiture of bursary offer in case of the change of field of study (include Internal bursars);
- h. In the event where a bursar is transferred to another department, incurring of bursary costs shall be at the discretion of the receiving department.
- i. Bursary awards for NQF level 9 & 10 for employees should ensure that prior commencement of data collection obtain the Ethical Clearance certificate from the Limpopo Provincial Research Ethics Committee (LPREC) for studies that have a direct bearing on the Limpopo Provincial Administration.

#### 3.4.1.6 VALUE OF THE AWARD

The award shall be a full bursary and will cover the following

<b>Description</b>	<b>Employees (internal)</b>	<b>Unemployed (External)</b>
<b>Qualification.</b>	Nated studies, undergraduate and postgraduate.	Undergraduate and Postgraduate.
<b>Registration.</b>	No Limit.	No Limit.
<b>Tuition.</b>	No Limit.	No Limit.
<b>Connectivity/Data Bundles.</b>	Costs to be borne by funding department where applicable.	Not applicable.
<b>Prescribed Books and other learning materials.</b>	Full payment for prescribed books. In a case where there are no prescribed books, one recommended book will be paid for per subject/module.	100% costs to be borne by the funding department where applicable.
<b>Examination fee.</b>	No Limit.	No Limit.

<b>Meals.</b>	Subject to availability of funds in line with the S&T Policy.	Subject to the maximum amount determined by the department.
<b>Accommodation.</b>	Subject to availability of funds in line with the S&T Policy.	Subject to the minimum amount determined and approved by the University for student residences including external residences.
<b>Transport.</b>	Subject to availability of funds in line with the S&T Policy.	Not Applicable.
<b>Certification.</b>	Pay for the issuing of a certification where applicable.	Pay for the issuing of a certificate where applicable.
<b>Graduation Ceremony.</b>	Cost not covered by Departments.	Costs not covered by Departments.

### 3.4.1.7 CONTRACTUAL OBLIGATION

#### 3.4.1.7.1 OBLIGATIONS OF THE BURSARY HOLDER

- a. Prospective bursars shall be placed within the Department that funded the studies or find placement anywhere within the sectors in the Limpopo Province;
- b. In case the bursar is not placed within a period of **three** months, he/she shall be released from the contract;
- c. In case where the Department does not have the resources/funds or posts to absorb a former bursar, the bursar shall be released/cleared from the obligation of serving the Department or province for a period stipulated in the contract; and
- d. In case the bursar is placed but chooses to be employed outside the Limpopo Province, that shall constitute breach of contract and all the monies must be paid back with interest.

#### **3.4.1.7.2 OBLIGATION OF THE DEPARTMENT**

- a. The Department will be obliged to honour the value of the award as stipulated in sub-section 3.9.7.7. of the policy (Registration, Tuition, Accommodation, Meals and learning materials);
- b. The Department that funded the studies shall find placement anywhere within the sectors in the Limpopo Province provided funds or vacancies are available; and
- c. The Department may cancel or write off a debt as stipulated in the Departmental contract.

#### **3.4.1.7.3 PARTNERSHIPS**

Departments shall establish partnerships with Institution of Higher Learning and other sectors of the economy through Memoranda of Understanding (MoUs) focusing on the implementation of bursary programmes and Work Integrated Learning (WIL).

#### **3.4.1.7.4 SCHOLARSHIPS**

- a. Applications for international studies shall only be considered if the relevant qualifications cannot be attained at local learning institutions, especially where the Department is responsible for funding;
- b. Employees applying for sponsorship/donor funding from other institutions shall inform the employer of that intention. The Executive Authority of the Department shall approve the release of an employee. The employees undertaking such scholarship shall be released with full salary excluding S & T where the study would benefit the Department; and
- c. If the international scholarship is initiated by the Department, the employee shall be paid full salary as well as S & T.

#### **3.4.1.7.5 SCHOLARSHIP FOR THE UNEMPLOYED**

- a. Applications for international studies shall only be considered for the attainment of a full qualification;
- b. If the qualification cannot be attained at local learning institutions or there is a limited capacity to register students at local institutions; and
- c. Applications shall be done in collaboration with the Department of Higher Education for proper coordination and accountability.

#### **3.4.1.7.6 BURSARS DATABASE**

Every Department shall keep an up-to-date database of all the bursars indicating the field of study, duration of the study and students contact details, for tracking purposes, including the field of study, duration of the study and students contact details, for tracking purposes.

### **3.5 RECOGNITION OF IMPROVED QUALIFICATIONS (RIQ)**

Departments shall implement and recognise the attainment of an improved qualification by an employee in terms of the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 1 of 2012, General Public Service Sector Bargaining Council (GPSSBC) Resolution 5 of 2014 and DPSA Circular on RIQ and Public Health and Social Development Sectoral Bargaining Council (PHSDSBC) Resolution 1 of 2014.

### **3.6 RECOGNITION OF PRIOR LEARNING (RPL)**

- a. The RPL endorses the value of giving recognition to knowledge and skills that have been acquired outside a formal learning programme;
- b. Departments shall implement RPL for developmental purposes rather than used for promotional and compliance purposes; and
- c. The principles and processes through which the prior knowledge and/or skills of a person are made visible and are assessed for the purpose of certification, alternative access and admission, and further learning and development.

### **3.7 YOUTH DEVELOPMENT PROGRAMMES**

- a. Departments shall create opportunities for unemployed youth to gain work experience, acquire qualification as well as assist graduates in attaining accreditation upon completion of the programme;
- b. The selection for youth development programmes shall be in line with the principles as contained in Regulation 65 and 67 of the PSR (2016) <sup>1</sup> as amended (refer to Annexure A);
- c. In line with Regulation 57 (2) (d) of the PSR (2016), persons involved in the developmental programmes shall be appointed additional to establishment;
- d. Departments shall ensure fair distribution/implementation of youth developmental programmes in terms of departmental mandate;
- e. Departments shall ensure that learners placed on developmental programmes are assigned supervisors and mentors for the duration of the programme;

- f. Departments shall assign learners with supervisors who will sign a performance agreement with;
- g. Departments shall appoint, train and assign learner mentors to equip the protégé with the necessary support to cope with new demand whilst creating an environment where they are free to practice and demonstrate their newly learnt abilities;
- h. Departments shall ensure that the ratio of mentors is 1: 5; and
- i. Mentors shall have a meeting with the learners at least twice for the duration of the programme and submit the report to the developmental programme coordinator within the department.

### **3.7.1 INTERNSHIP PROGRAMME**

The internship programme shall include:

- a. Graduate Intern;
- b. Pre-service training (Student Internship or Work Integrated Learning (WIL); and
- c. Candidacy Development Support Programmes.

### **3.7.2 RECRUITMENT OF INTERNS**

- a. Departments shall place Interns every financial year;
- b. The recruitment of Interns shall be aligned to the Employment prerogative within the
- c. Public Service; and
- d. The advert for the recruitment of Interns shall be widely advertised.

### **3.7.3 CONTRACT OF EMPLOYMENT**

- a. Departments shall utilize the contract of employment as contained in Annexure A of the Directive;
- b. Departments shall ensure that the contract period and conditions of services is as contained in Annexure A of the Directive; and
- c. Departments should ensure that Interns are placed annually.

### **3.7.4 LEARNERSHIP AND APPRENTICE PROGRAMME**

- a. The Learnership programme shall be implemented in accordance with the Skills Development Amendment Act of 2008;

- b. The apprenticeship programme shall be for a period not exceeding 24 months, unless the apprenticeship programme is structured over a longer period;
- c. Departments shall ensure that placement of learners is informed by departmental needs and readiness;
- d. The recruitment shall be aligned to the Employment Equity prerogative within the Public Service;
- e. Departments shall utilize the contract of employment as contained in Annexure A of the Directive; and
- f. Departments shall ensure that the contract period and conditions of service is as contained in the Directive.

#### **3.7.5 LEAVE OF ABSENCE**

The leave provisions applicable to temporary employees as contained in the Determination and Directive on Leave of Absence in the Public Service shall apply *mutatis mutandis* to persons covered by this Directive.

#### **3.7.6 FUNDING**

The Head of Department shall ensure that sufficient funds are available to implement the developmental Programmes.

#### **3.7.7 PERFORMANCE AGREEMENT CONTRACTS**

All persons appointed into any of the developmental programmes shall enter into a specified agreement detailing expected level of performance in line with the objectives of the identified developmental programme as contained in the Directive.

#### **3.7.8 MONITORING AND EVALUATION OF DEVELOPMENTAL PROGRAMMES**

- a. Departments shall appoint all person on developmental programmes utilizing PERSAL, except for persons paid for by third parties such as the SETAs;
- b. Departments shall submit monthly, quarterly and annual implementation reports to the Office of the Premier; and
- c. The Office of the Premier shall monitor and evaluate the developmental programmes.

#### **3.7.9 PRE – EMPLOYMENT VERIFICATION OF CANDIDATES’ INFORMATION PRIOR TO APPOINTMENT INTO DEVELOPMENTAL PROGRAMMES**

Departments shall ensure compliance with the Directive with regards to pre-employment verification.

### **3.7.10 REMUNERATION FOR PERSONS APPOINTED INTO DEVELOPMENTAL PROGRAMMES**

Departments shall ensure that remuneration is in accordance with the remuneration schedule for developmental programmes.

## **3.8 PERFORMANCE MANAGEMENT AND DEVELOPMENT**

### **3.8.1 Introduction**

The Performance Management and Development System (PMDS) policy provides a standardised framework for employee performance. The policy determines responsibilities for specific aspects of the PMDS. With the Strategic Plans and Annual Performance Plans (APP) as well as Operational Plans as the basis, the Provincial Departments are able to identify priorities and specific objectives to be achieved by branches, components and units.

Performance agreements for employees enable the Limpopo Provincial Administration to assign specific performance objectives and targets to its employees. This also enables employees in the Provincial Administration to participate meaningfully in the management of their own performance. The successful implementation of performance management is to the greatest degree dependent on all employees accepting responsibility for their performance, in co-operation with their supervisors and managers.

### **3.8.2 Purpose**

The PMDS of the Limpopo Provincial Administration is aimed at planning, managing and improving employee performance to ensure optimal utilisation of human resources as a critical element in achieving the outcomes and objectives of the Limpopo Provincial Administration.

Government has adopted the outcomes approach, based on the principles of results-based management. These principles are reflected in the Strategic Plans and APPs of the Provincial Departments. The PMDS establishes the link between

the performance of employees and the outputs and outcomes to be achieved by the Departments as described in the Strategic Plans and APPs.

### **3.8.3 Authorisation and Scope of application**

#### **3.8.3.1 Authorisation**

This policy is compliant with the following regulatory frameworks:

- a. The Constitution of the Republic of South Africa, 1996 as amended.
- b. The Public Service Act, 1994, as amended (Proclamation 103 of 1994)
- c. The Public Service Regulations, 2016, as amended
- d. The Skills Development Act (Act 97 of 1998) as amended.
- e. The Labour Relations Act (Act 66 of 1995) as amended.
- f. Promotion of Equality and Prevention of Unfair Discrimination Act, (Act 4 of 2000)
- g. Resolution 10 of 1999
- h. Employment Equity Act (Act 55 of 1998)
- i. Public Finance Management Act, 1999 (Act 1 of 1999)
- j. Applicable Directives and relevant PSCBC Resolutions

#### **3.8.3.2 Scope of application**

This policy applies to all employees on level 1 – 12, other than SMS members in the Provincial Administration, appointed in terms of the Public Service Act, 1994, as amended.

### **3.8.4 Objectives and Principles**

#### **3.8.4.1 Objectives**

In order to promote individual performance, achievement and development, the objectives for performance management are to:

- a. provide a clear link between the performance of employees and the performance of the Provincial Departments against their Strategic Objectives, APPs and Operational Plans.
- b. Establish a performance and learning culture in the Provincial Administration,
- c. Serve as a management instrument for implementing goals and strategies,
- d. Improve service delivery,

- e. Ensure that all employees know and understand what is expected of them,
- f. Promote interaction on performance between employees and supervisors,
- g. Identify, manage and promote employees' development needs,
- h. Evaluate performance fairly and objectively,
- i. Recognize categories of performance that are fully effective and better, and
- j. Manage categories of performance that are not fully effective and inadequate.

#### 3.8.4.2 Principles

The key principles underpinning effective performance management are:

- a. The departments shall manage performance in a consultative, supportive, and non-discriminatory manner to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results.
- b. Performance management processes shall link to broad and consistent staff development plans and align with the department's strategic goals.
- c. Performance management processes shall be developmental and shall also allow for effective response to consistent inadequate performance and for recognising outstanding and fully effective performance, and for an effective response to consistent inadequate and not fully effective performance.
- d. Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice.

#### 3.8.5 The Performance Cycle.

The performance cycle is the period in respect of which performance is to be assessed. The performance cycle is a 12-month period commencing 1 April to 31 March of the following year. It is aligned to the period of the Departments Annual Performance Plans and budget. The 12-month cycle is also linked to the financial year for the purpose of planning and pay progression. The probation cycle, however, will be linked to the appointment date of the employee.

The performance cycle is divided into the following phases for the effectiveness of operations:

- a. Finalisation of the Department's Annual Performance Plan, based on the Department's Strategic Plan and Budget
- b. Individual performance planning and agreement
- c. Performance monitoring, review and assessment
- d. Performance moderation, and
- e. Outcomes of Performance Assessment

### 3.8.6 Performance Agreement

#### 3.8.6.1 General principles

- 3.8.6.1.1 The Performance Agreement (PA) is the basis of performance management and development at an individual level. All employees shall conclude and sign their PAs within two months at the beginning of the cycle. Newly appointed/seconded / transferred employees should enter into PAs within three calendar months and thereafter within 2 calendar months of the beginning of each cycle.
- 3.8.6.1.2 The performance agreement of the employee will be informed by the Department's Strategic and Annual Performance Plans. It must also be aligned to the component's operational plan, the employee's job description (Attach job description).
- 3.8.6.1.3 The relevant supervisor shall ensure that the signed PAs or agreements of similar nature are submitted to their internal Human Resource Management components on or before the 31 May each year (the due date for signing of PAs or agreements of similar nature).
- 3.8.6.1.4 An employee who is appointed, seconded or transferred to another post or position at the same salary level must enter into a new PA or agreement of a similar nature for the new post or position within **three months** of his/her appointment/secondment/transfer. For seconded employees, a copy of the signed PA or agreement of similar nature must be submitted by the seconding department to the receiving department within 30 working days.
- 3.8.6.1.5 An employee who does not comply with the requirements of the Regulations shall not qualify for any performance rewards i.e. pay progression (Regulation 72(7) of the PSR 2016).
- 3.8.6.1.6 An employee shall not amend a PA or an agreement of a similar nature in the last quarter of a performance cycle (i.e. 1 January to 31 March ) unless changes to the employee job description, job grade ,organizational structure of the department or its functions or

amendments to the objectives and priorities result in significant changes to the content of the job of the employee.

In the case where the amendment of the PA or an agreement of a similar nature is justified, the amended PA or an agreement of a similar nature must be accompanied by a written motivation explaining the reasons for the changes. The motivation must be signed by supervisor and the head of the component and submitted to HRM unit to inform and clarify matters of performance during annual assessments and moderation.

- 3.8.6.1.7 Supervisors who perform supervisory duties are authorized to enter into a performance agreement with another employee on behalf of the Provincial Administration
- 3.8.6.1.8 The PA especially the workplan may be re-negotiated if the employee has not been in the job role for three months or more for any reason, as for example maternity leave ,ill-health ,study , secondment or travel ,unless the absence was built into the original agreement .
- 3.8.6.1.9 The criteria upon which the performance of an employee is assessed consist of Key Results Areas (KRAs) and Generic Assessment Factors (GAFs) which are contained in the PA.

### 3.8.7 The Work Plan

- 3.8.7.1 KRAs describe what is expected from an employee in his/her role and focus attention on actions and activities that will assist units and ultimately the departments in performing effectively against their APPs and the Operational Plans.
- 3.8.7.2 In the work plan the KRAs should be broken down into outputs and activities with the related performance measures/targets/indicators and resource requirements. These are used to indicate how the performance or achievement of the outputs and activities will be measured. KRAs can cover many different aspects of the work such as:
  - a. Specific tasks or events which the employee should ensure are achieved.
  - b. Levels of performance which the employee should maintain and promote.
  - c. Actions or situations for which the employee is personally responsible for delivering his/her “**unique contribution**”; and
  - d. Duties and responsibilities related to advice and support given, for example, by specialists to clients.

- 3.8.7.3 The number of KRAs to be included in a PA should **not exceed six (6)**. Each KRA should be broken down into measurable outputs and/or duties/responsibilities and activities. Each KRA should be weighted in percentage (%) according to the importance it has in the employee's job. The weighting of all the KRAs should add up to 100%.
- 3.8.7.4 When assigning a weight to a KRA, there must be some balance between the KRAs (maximum of 30% and minimum of 10%).
- 3.8.7.5 Management should decide on compulsory / generic KRA's for certain categories of employees.

### 3.8.8 **Generic Assessment Factors (GAFs)**

- 3.8.8.1 **Generic Assessment Factors (GAFs)**, describe the competency requirements taking into consideration the knowledge, skills and attributes relevant to the employee's work. Employees shall identify, discuss and agree on the GAFs that are most relevant to their area of work. The GAFs shall not be weighted. GAFs shall not be assessed independently but must be incorporated and assessed in an integrated manner with the KRAs. Any employee development identified in the GAFs shall be used to inform areas of development to be included in the Personal Development Plan (PDP) of employees a list of the GAFs is attached as **Annexure A**.
- 3.8.8.2 The supervisor and employee must agree on at least five (5) but not exceeding ten (10) GAFs that are deemed to be most important for effective performance in that particular job. The service delivery (Batho Pele) imperative and principles are expected to be applied in assessing GAFs. Certain GAFs may be compulsory (as indicated on the PA template) for certain categories of employees.
- 3.8.8.3 Employees should be assessed against the selected GAFs applicable to their jobs. A professional may for example have no employees under his/her control or may have no financial responsibilities. To adapt the GAFs to specific jobs and job contexts, the employee and supervisor will need to
  - a. Decide which of the GAFs apply to the employee's job
  - b. One way of jointly arriving at decisions on how important any specific GAF is to a specific job is to use the factors of impact and frequency. The greater the impact and frequency the greater the

importance that criterion is likely to have on the achievement of effective performance results.

### 3.8.9 Personal Development Plan (PDP)

3.8.9.1 The PA must include a Personal Development Plan. The purpose of this is to identify any performance output shortfall or areas in which the employee wishes to enhance his/her skills and knowledge. The competence gap or area of skills enhancement may relate to any of the GAFs included in this PMDS or any other area of the employee's knowledge, skill and attribute requirements.

3.8.9.2 The PDP should include interventions relating to the technical or occupational. "Hard skills "of the job, through e.g. appropriate training interventions, on-the-job training, expanded job exposure, and job rotation. The employee and the supervisor are required to take joint responsibility for the achievement of the PDP with allocated responsibilities clearly recorded on the PDP agreement document. The PDP of an employee should relate to the core duties and responsibilities of the job and broadly also with the skills requirements of the Department. **The PDPs of employees will inform the Workplace Skills Plan.**

### 3.8.10 Compulsory Capturing of Employee Performance Management Information

All HODs Accounting Officers must ensure that employee performance information is captured on PERSAL or a system determined by the MPSA (Regulation 71(7) of PSR 2016)

- a. Performance Agreements should have been captured by **30 June** of each year.
- b. Annual Assessments should have been captured by **30 June** each year.
- c. Mid-term reviews should have been captured on PERSAL by **30 November** of each year.

### 3.8.11 PROLONGED ABSENCE DURING THE PERFORMANCE CYCLE

3.8.11.1 When an employee is absent with permission or on precautionary suspension for a continuous period of three (3) months or longer, the

affected employee shall be regarded as having performed fully effective for that period of absence within that applicable performance cycle (Regulation 72(12)).

- 3.8.11.2 Periods of prolonged absence with permission for purposes of paragraph 3.9.1.1.1 above include all types of approved leave including **study leave with full pay provided performance instruments have been submitted.**
- 3.8.11.3 If an employee is suspended as a sanction for a continuous period of three months or longer, he/she will not qualify for PMDS incentives.
- 3.8.11.4 Normal periods of leave for example vacation leave and /or short periods of sick leave do not usually interfere unduly with the employee's performance management cycle
- 3.8.11.5 The principle is that consistent performance that fully meets the standards through the cycle translates to a 3-rating (fully effective performance").

### 3.8.12 Acting in higher positions

- a. An employee acting in a higher position shall be assessed at the level of his or her post that he or she occupied at the time immediately prior to the acting position and the awarding of performance incentives if he/she qualifies shall be calculated on the lower level.
- b. When acting in a higher position for **longer than six weeks**, an addendum to the workplan must be compiled for the higher position that the employee would be expected to perform against. The performance of the employee, acting in the higher position, will be assessed in terms of the attached addendum to the workplan, against the standards applicable to the level of the employee's permanent position. Performance incentives must be calculated at the salary level of the post to which the employee is permanently appointed, based on the employee's salary notch on 31 March of the cycle.

### 3.8.13 Performance monitoring

Performance of employees must be monitored by supervisors on a continuous basis with oral feedback on an employee's performance regularly

Performance at individual level must be continuously monitored to enable the identification of performance barriers and changes and to address development and improvement needs as they arise, as well as to:

- a. Determine progress and/or identify obstacles in achieving objectives and targets,
- b. Enable supervisors and employees to deal with performance-related problems,
- c. Identify and provide the support needed,
- d. Modify objectives and targets, and
- e. Ensure continuous learning and development.

#### 3.8.14 Categories of performance and rating scales

- a. The conducting of mid-year performance review and annual performance assessment are compulsory and must be in writing. The annual assessment shall reflect the performance of the employee for the entire performance cycle (April to March). The annual assessment must be conducted **even if the employee was employed for less than 12 months in that cycle.**
- b. A four (4) point rating scale shall be used to assess the performance of employees. A rating of a '3' on the scale entails 'fully effective' in terms of this approach to performance rating. An employee who is rated 'fully effective' has fully complied with the requirements of the job. On the rating scale, this translates to an overall score of 100%. Only whole numbers must be used in the scoring **{No decimals numbers allowed (e.g. 3.5)}**

Table 1 Four (4) Point Rating Scale

Rating	Category	Description
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1	<b>Not Effective</b> (Less than or equal to 66%)	Performance does not meet the standard expected for the job. The review/assessment indicates that the jobholder has achieved less than fully effective results against all or almost all of the performance criteria and indicators as specified in the Performance Agreement and Workplan.
2	<b>Partially Effective</b> (67% -99%)	Performance meets some of the standards expected for the job. The review/assessment indicates that the jobholder has achieved <b>less than fully effective results against more than half of the performance criteria</b> and indicators as specified in the Performance Agreement and Workplan.
3	<b>Fully Effective</b> (100% -119%)	Performance fully meets the standard expected in all areas of the job. The review / assessment indicates that the jobholder has achieved as a minimum effective result against all of the performance criteria and indicators as specified in the Performance Agreement and Workplan.
4	<b>Highly Effective</b> (120% – 133%)	Performance far exceeds the standard expected of a jobholder at this level. The review/assessment indicates that the jobholder has achieved better than fully effective results against more than half /or in all areas of the performance criteria and indicators as specified in the PA and Workplan and maintained this in all areas of responsibility throughout the performance cycle.

The performance assessment calculator shall be used to calculate the overall performance score(s) of the mid-year reviews and the annual performance assessment. The electronic Excel Performance Assessment Calculator for non-SMS employees is available on the DPSA website ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

### 3.8.15 Performance review and assessment

3.8.15.1 Performance **review** meetings are an integral part of the monitoring process. These reviews must take place as often as is practical and/or required by circumstances. The reviews are necessary to motivate and to reveal to the employee areas that need improvement and if required, to modify the work plan.

- 3.8.15.2 The employee's supervisor shall monitor the employee's performance on a continuous basis and give the employee feedback on her or his performance.
- 3.8.15.3 The performance of an employee shall be reviewed on a continuous basis, with oral feedback on his/her performance at least quarterly. Two informal reviews (April to June and October to December) and two formal reviews (April to September (Mid-Term review) and April to March (Annual Performance Assessment) shall be submitted. The annual assessment shall reflect the performance of the employee for the entire period of the cycle
- 3.8.15.4 A formal written performance review shall be conducted half way through the Performance cycle during October each year. This requirement is waived if the employee has been in the service of the Department for less than three months, however the probation reports will still be required. The supervisor and employee shall sign the performance review form.
- 3.8.15.5 Should the supervisor, as a result of this review, or at any time during the performance cycle, be of the opinion that the employee's performance is markedly below what is required, the supervisor must complete a formal written performance review. This ensures that the employee is left in no doubt that what she/he has been producing as work outputs is not acceptable and that continuation in this poor standard of performance will affect service delivery and is sure to result in a low performance assessment at the end of the cycle, with its resultant consequences.
- 3.8.15.6 A formal written annual performance assessment shall be conducted at the end of the performance cycle before **31 May each year**. The **annual assessment** of an employee shall be done between the employee and the immediate supervisor.
- 3.8.15.7 **For salary levels 2-12, where the supervisor is not a SMS member, the next in line supervisor at SMS level should ensure consistency and fairness by signing the Performance Assessment form.** The requirement for the completion of a formal annual assessment is waived if the employee has been in the service of the Department for less than three months. The probation reports will still be required.
- 3.8.16 The performance cycle is a 12-month period commencing from 1 April to 31 March of the following year. **Annual assessment date in all the departments shall be between 1 April and 30 June each year. Performance incentives must be implemented before 31 August of each year.**

<b>Annual Dates</b>	<b>Current Cycle Activities</b>	<b>Previous Cycle Activities to be completed</b>	<b>Responsibility</b>
31 May	Signed Performance Agreement is filed/submitted to HR		Employee, supervisor and Head of HR
31 May	Finalization of capturing of signed performance agreements on PERSAL	Finalization of capturing employee performance information on PERSAL	Head of HR and HR information system
30 April	Submission of Annual Assessments		Employee, supervisor and Head of HR
30 June -31 July	Finalization of Annual Assessment Outcomes including moderation and approval	Moderation and approval	Head of HR, and EA/Accounting Officer
31 August	Payment of incentives	Capturing on PERSAL	Head of HR
31 October	Finalization of Mid-term reviews and submission	Submission of Mid-year reviews	Employee and supervisor
30 November	Capturing of Mid-term reviews on PERSAL	Capturing on PERSAL	Head of HR

3.8.16.1 The overall performance assessment is to be used as the basis of deciding on career incidents for the employee. The formal performance assessment process can also be utilized to discuss the PA for the coming performance cycle.

3.8.16.2 Performance reviews and assessments should be aligned to the quarterly reporting of the unit against the Departments Annual

Performance Plans and Operational Plans. **Discrepancies between the individual employee's performance and the unit's performance should be explained in writing.** For example, where the unit has achieved or exceeded all its targets and the individual employee receives a low rating, or vice versa.

**3.8.16.3 The supervisor should prepare feedback sessions by:**

- a. Reviewing the previous period and objectives and targets for the next period
- b. Reviewing support needed and drafting training and development needs
- c. Seeking appropriate feedback from relevant role-players to support the process
- d. Reviewing and updating all relevant documentation, and
- e. Identifying internal/external factors affecting the jobholder's performance

**3.8.16.4 The employee should prepare feedback session by:**

- a. Reviewing previous objectives and identifying possible new objectives
- b. Collecting supporting facts on performance delivered
- c. Identifying factors that affected his/her performance
- d. Identifying support that will be needed as well as possible development needs, and
- e. Reflecting on the feedback to be given to the supervisor

**3.8.16.5** At all levels the periodic reviews must also include a discussion on the employee's development plan requirements. The discussion should provide for an opportunity:

- a. For the employee to assess his/her own performance and its contribution to organizational goals and to identify areas of improvement.
- b. For the supervisor to provide formal feedback on performance over the year and to identify ways of improving what was achieved.

- c. For employees to contribute to and respond to comments regarding their performance and identify issues beyond their control that limit the achievement of results.
- d. For open discussion between the employee and his/her supervisor in which achievements can be fully recognised and ideas for problem solving agreed.
- e. For reaching agreement on an overall assessment score reflecting judgement on the level of achievement attained in terms of the performance agreement, and
- f. For the supervisor and the employee to agree on areas of personal development

**3.8.17 Elements upon which Performance reviews and assessments will be based:**

**3.8.17.1 Self-assessment**, where the employee whose performance is being assessed:

- a. Assess his/her own progress according to his/her performance agreement and work plan, during the period under review and allocate performance ratings accordingly.
- b. Bring to his/her manager's attention, significant other outputs that were delivered during this period which are not contained in the performance plan and/or performance which he/she regards as being meritorious
- c. Provide inputs on areas of performance, which the manager has identified as not being fully effective.
- d. Review his/her performance agreement for validity, and
- e. Discuss and initiate the amendments to performance agreement or workplan.

**3.8.17.2 Supervisor's assessment**, the employee's supervisor must:

- a. Facilitate the assessment session.
- b. Assess the employee's performance according to his/her performance agreement and work plan during the period under review and allocate performance ratings.
- c. Give recognition to the employee for good performance rendered during the review or evaluation period.
- d. **Recognise other significant outputs that were delivered during this period which are not contained in the performance plan and/or performance which he/she regards as being meritorious**

- e. Identify performance areas which have been identified as being not fully effective.
- f. Allow the employee opportunity to give his/her input during the session.
- g. Identify remedial steps which will be taken to eliminate factors which have hampered the employee's performance.
- h. Review or evaluate the employee's performance agreement and work plan, for validity.
- i. Discuss and initiate the amendment of the employee's performance plan, if necessary
- j. Record his/her comment about the performance of the employee.

### 3.8.18 Assessment of the KRAs

- a. Each KRA must be assessed on the extent to which the specified standards have been met and outputs achieved (in line with the unit's Annual Performance Plan and Operational Plan and Work plan). **The achievement of the targets in the KRA must be captured on the Annual and mid-term review's report.**
- b. An indicative rating on the rating scale must be provided for each KRA.
- c. This rating must be multiplied by the weighting given to the KRA during the contracting process, to provide a score.
- d. Written substantive motivation must be provided where the final assessment rating is more than a 03 (Mid-term and Annual Assessment).
- e. Motivation must be provided per KRA with rating of more than a 03.
- f. Motivation should be compiled by employee and signed off by the supervisor.
- g. Motivation submitted after due date of the review will not be entertained (in cases where the motivation is not captured on the review form).

### 3.8.19 Provisional Assessment Rating (PAR)

An overall score, in accordance with the assessment rating, is provided as a summary of the outcome of the annual performance assessment for KRAs. An assessment rating calculator may be used to provide a score based on adding the scores achieved for the KRAs. During this face-to-face session the supervisor and employee must endeavour to reach consensus on the employee's rating as the supervisor should have the best knowledge of the employee's performance.

If there is consensus between the supervisor and employee on the rating, this becomes the Provisional Assessment Rating (PAR). For salary levels 1-12, the employee's supervisor then submits this provisional rating to the next supervisor in line (must be a member of the SMS), who shall interrogate the PAR and if she/he is of the view that the PAR is not a fair reflection of the employee's performance (too low or too high) she/he may request the supervisor to review the rating score with the employee. The next supervisor in line submits all employee PARs to the Intermediate Review Committee or Branch Moderating Committee.

3.8.20 If there is disagreement that cannot be resolved between themselves on the scores given, **the employee and supervisor must each note their reasons in writing and attach it to the assessment form before forwarding the form to the Intermediate Review Committee or Branch Moderating Committee.**

3.8.21 **Non-compliance with deadlines set for performance agreements and performance assessments:**

- a. An employee who does not comply with the requirements of the PSR 2016 shall not qualify for any performance rewards i.e. pay progression (Regulation 72(7) of the PSR 2016).
- b. Employees who do not submit their performance agreements/assessments in accordance to the policy will not be eligible for pay progression for the relevant reporting period and must face disciplinary action.**
- c. Late agreements and assessments will be accepted where employees submitted their agreements or assessments on time to their managers, or where valid reasons existed. Valid reasons exclude any planned absence such as annual leave, out-of-town duty, overseas trips.
- d. Managers or supervisors who delay timeous submission of agreements and assessments of subordinates **shall face disciplinary action in the absence of a valid reason for failure to submit on time.**

3.8.22 **PERFORMANCE MODERATION**

The Executive Authority or relevant delegated authority/s shall appoint committee to moderate the Annual performance assessments and submit the recommendations to the relevant EA for approval.

The performance moderation is conducted by a higher level of management above the supervisor to ensure as far as possible that the performance of all employees is evaluated fairly and consistently across the department.

### **3.8.23 General Principles**

#### **3.8.23.1 Performance moderation is important to:**

- a. Ensure, as far as possible, that the performance of all employees is evaluated fairly and consistently across the Department,
- b. Ensure that performance assessments reflect the performance of the unit / Department in terms of the Annual Performance Plan,
- c. Award pay progression in line with the **2% of the Departmental wage bill**

#### **3.8.23.2 Members of Moderation Committee must ensure that:**

- a. There is compliance with the Public Service prescripts in terms of the timelines on the signing of PA or agreements of a similar nature, performance reviews and assessments and the date for the implementation of the outcomes of annual performance assessments and
- b. The performance outcomes of the Department/branch or unit is considered when advising or/recommending on the implementation of the outcomes of annual performance assessments.

#### **3.8.23.3 INTERMEDIATE REVIEW COMMITTEE (OPTIONAL)**

- a. Departments may establish an Intermediate Review Committee (IRC) at a Programme/Component level for reviewing the performance assessments ratings agreed upon by the employee and the supervisor.
- b. The IRC receives the performance assessment ratings of all employees in the Component to review, compare and validate the ratings. If the IRC agrees with the ratings, the ratings are then submitted to the Moderating Committee.

- c. Any recommendation on the changing of the rating scores must be referred back to the employee's supervisor for the supervisor and the subordinate to try and reach consensus on the change.
- d. If the supervisor and the employee cannot agree, the unchanged/original rating is forwarded to the Moderating committee with the comments from the IRC, the supervisor and employee.

3.8.23.4 The Intermediate Review Committee comprises of the following:

- a. Chairperson
- b. A minimum of three (3) members from within the same Component
- c. Representative from HR to provide guidance and secretariat.
- d. Representative from Labour – as an observer

#### 3.8.23.5 **The Branch and Departmental Moderating Committees**

3.8.23.5.1 The Branch Moderating Committee comprises of the following:

- a. Chairperson,
- b. A minimum of three (3) members from within the same branch
- c. Representative from HR to provide guidance and secretariat.
- d. Representative from Labour – as an observer

3.8.23.5.2 The Role of Branch Moderating Committees

The Branch Moderating Committees play a critical role in assessing/moderating the Provisional Assessment Rating of employees. It receives the Provisional Assessment Ratings from the PMDS Unit for validation. In the process the Branch Moderating Committee may agree or disagree with the PAR. In case of disagreement, the PAR must be referred back to the employee's supervisor to try and reach consensus on its view. When a need arises, supervisors will be expected to motivate further to the Branch Moderating Committee

If the supervisor cannot convince the employee of a change in the rating, the Branch Moderating Committee rating is forwarded to the Departmental Moderating Committee together with the reasons for its decisions.

### **3.8.23.5.3 The Departmental Moderating Committee (DMC)**

Each EA or the relevant delegated authority/ies must establish a Departmental Moderating Committee (DMC) or employees other than members of the SMS, which is chaired by the Head of Department (HOD) or his/her delegate. The Committee furthermore may consist of SMS members at the discretion of the EA or relevant delegated official.

#### **3.8.23.5.3.1 The Departmental Moderating Committee (Salary Level 1-12):**

- a. Chairperson (Head of Corporate Services)
- b. Chairpersons of various Branches
- c. Representative from HR to provide guidance and secretariat.
- d. Representative from Labour – as an observer
- e. It can be chaired by DDG/CFO
- f. DDG can be appointed from another Department

#### **3.8.23.5.3.2 The role of Departmental Committee (DMC)**

- a. The role of the Departmental Moderating Committee is to ensure that the annual performance assessment is done in a realistic, consistent and fair manner, to monitor the performance assessment process by obtaining an overall sense of whether norms and standards are being applied consistently and realistically to employees on the same level and across the department as a whole.
- b. The DMC should not assess each individual case for purposes of evaluating ratings, but should develop an overall view of the results of the assessment process. If the DMC identifies deviations or discrepancies, these should be dealt with in a just, fair and consistent manner.
- c. If the DMC identifies deviations or discrepancies, these should be referred back to Branch Moderating Committee. This should be accompanied by a request for reconsideration of the rating.

- d. The DMC must keep detailed minutes and records of decisions, in particular, if it recommends either increasing or decreasing rating scores. Such decisions must be communicated to the Branch Moderating Committee.
- e. Unless it is an overall assessment score adjustment that alters the assessment scores of all employees (as a group) by the same quantum, the DMC may not change an individual employee's assessment rating, without first referring the issue back to the Branch Moderating Committee.
- f. The Departmental Moderating Committee shall confirm the rating, which is the final rating score for an employee.

3.8.23.5.3.3 The other additional roles of the Departmental Moderating Committee therefore include:

- a. Provision of oversight of the application of the PMDS policies, ensuring that the performance management process, including the setting of performance standards, is valid, fair and objective.
- b. Detection of potential problems in the PMD system and advising the HOD accordingly.
- c. Reviewing overall assessment scores across unit sections/programmes in the department.
- d. Recommending reward levels and remedial action for different types of performance outcomes; and
- e. Making recommendations regarding actions to be considered where managers and supervisors do not properly and fairly execute their responsibilities with regard to contracting, provision of performance feedback, mid-year reviews, annual assessment and rating in terms of the PMDS.

### 3.8.23.6 Disagreements over rating and assessment

3.8.23.7 If a dispute arises as contemplated in regulation (4) of the PSR 2016, the EA or delegated official shall appoint a mediator who shall be an

employee, to consider the dispute within one(1) month after the expiry of the due date for signing of the PA or an agreement of a similar nature.

- 3.8.23.8 Persons appointed to resolve disputes should preferably be chosen on the basis of their functional expertise and people skills and not necessarily a legal qualification since performance agreements should preferably be a consensus driven process resolved through dialogue.
- 3.8.23.9 The PMDS mediation process shall not exceed a period of one month (30 calendar days). If the mediation process fails, an employee may consider a formal grievance in terms of the Public Service Grievance Procedure
- 3.8.23.10 Agreement between an employee and her/his supervisor, and/or with the Moderating Committee, on an issue such as rating, is not always guaranteed. If the requirements of the system are met for regular consultation and discussion between the supervisor and the employee, there should normally be little cause for continued disagreement.
- 3.8.23.11 However, disagreement may occur:
- i. between the employee and her/his supervisor.
  - ii. between an employee and her/his supervisor on the one hand, and the Branch Moderating Committee.
  - iii. between the Branch Moderating Committee and the Departmental Moderating Committee; and even between the Departmental Moderating Committee and the Accounting Officer.
- 3.8.23.12 If there are fundamental disagreements between the Branch Moderating Committee and the Departmental Moderating Committee, or if the Departmental Moderating Committee wishes to amend rating submitted by the Branch Moderating Committee, or if the Accounting Officer does not wish to approve recommendations of the Departmental Moderating Committee, such issues should be resolved at management level after consultation with relevant managers. If this process results in changes to individual assessment scores, and employees refuse to accept the changes, employees may follow the formal grievance rules of the Public Service.

### **3.8.24 OUTCOMES OF PERFORMANCE ASSESSMENT**

#### 3.8.24.1 **Probation**

3.8.24.2 **The** performance of employees on probation is managed in terms of the following PMDS process:

- a. The PMDS as a tool will be used to assess an employee during the period of his/her probation.
- b. The performance assessment of employees on probation must be conducted in writing on a quarterly basis and must be linked with the PMDS.
- c. The performance assessment form must be submitted to the Human Resource unit immediately following the assessment.
- d. At the expiry of the probationary period, the supervisor of the probationer must make a recommendation on whether or not appointment should be confirmed. If the probationer is not deemed suitable for the relevant post, other options such as the extension of probation, formal registration on the incapacity program or as a last resort, dismissal, should be considered.

3.8.24.3 An employee's probationary period is linked to the appointment / transfer/ promotions date and will therefore not necessarily coincide with the 1 April to 31 March cycle. However, the PMDS rating tool must be used for assessment and the results captured in the quarterly assessment form.

#### 3.8.25 **Managing Performance that is not fully effective.**

3.8.25.1 Supervisors are required to first identify and then, in line with a developmental approach, deal with unacceptable performance of employees under supervision. The supervisor must comply with procedural requirements of PSCBC Resolution 10 of 1999 and PSCBC Resolution 1 of 2003 – “Incapacity Code”. The purpose of this Code is, among other things, to assist the supervisor and employee to:

- a. Share a common understanding of unsatisfactory performance and incapacity.
- b. Avert and overcome unsatisfactory performance, and

- c. Provide reasonable assistance to employees who are incapable of performing in accordance with the needs of their jobs.

3.8.25.2 If a supervisor is of the view that an employee is not performing in accordance with the requirements of the job, the supervisor must meet with the employee and:

- a. Explain the requirements, grade, skills and nature of the job
- b. Evaluate the employee's performance in relation to the requirements of the job
- c. Provide written reasons for the perceived poor performance; and provide an opportunity to the employee to motivate whether he/she has performed in accordance with the requirements of the job, and what the reasons may be.

3.8.25.3 The PMDS provides for the early identification and resolution of unacceptable performance. Interventions by the supervisor to overcome performance shortfalls on the part of the employee can include any or all of the following:

- a. Personal counseling
- b. On-the-job mentoring and coaching
- c. Formal training/re-training
- d. Restating the work plan performance requirements
- e. Work environment audits establish other factors affecting performance.

3.8.25.4 Should the employee not respond to reasonable and continuous attempts to improve performance and an overall performance assessment score of less than 100% (unacceptable and not fully effective performance) is consistently the result of the assessment process, further steps against the employee should be considered in terms of the Incapacity Code and the employee must be informed of this in writing.

### **3.8.26 Rewarding Individual Performance**

EAs must determine an appropriate reward scale in the establishment of performance incentive schemes to reward employees or any category of

employees as contemplated in Regulation 73(1) of the Public Service Regulations, 2016

### 3.8.27 Pay Progression

- 3.8.27.1 Employees are eligible for pay progression to the maximum notch of the salary level attached to their posts. Progression to the next higher notch within the employee's salary level shall be based on a period of continuous service and performance.
- 3.8.27.2 An employee must complete a continuous period of at least 12 months on her or his notch (1 April to 31 March) and must be performing at least at the level of fully effective (satisfactory performance), as assessed in terms of the PMDS. The pay progression cycle (and the assessment cycle) runs over a continuous period of 12 months, commencing on 1 April of a particular year. The date on which pay progression is affected for each year is **01 July for salary levels 1-12.**
- 3.8.27.3 With effect from 1 July 2012, the qualifying period for pay progression for **First (1st) time participants** is twenty-four (24) months. The pay progression cycle for employees other than 1<sup>st</sup> time participants (i.e. employees who were in service before 1 July 2012) is not amended and remains twelve (12) months. **The pay progression cycle for first time participants does not affect employees' probation periods.**
- 3.8.27.4 Only valid notches on the salary level must be used in the process of progression. Employees on personal notches (therefore on a notch above the maximum of the salary level attached to his or her post), shall not qualify for pay progression, but shall receive any annual salary adjustments on the salary scale. The pay progression system does not stop the Executing Authority to award a higher salary to employees in terms of the Regulation 44 of the PSR 2016.

Therefore –

- a. Employees, who are awarded a higher salary level by the Executing Authority or delegated authority, that does not correlate to the job weight attached to their job, shall not qualify for pay progression on the higher salary level, and
- b. Employees, who are awarded a higher notch within the salary level, which correlates to the job weight attached to their job, shall qualify for pay progression, provided they comply with the set criteria.

3.8.27.5 Employees who receive pay progression for a financial year will receive this in addition to the annual cost-of-living adjustment.

### 3.8.27.6 **Non-Financial Incentives**

3.8.27.6.1 Financial rewards on their own are not always sufficient to motivate staff towards performance excellence. Other ways for recognising performance should also be utilized, i.e. where the award does not directly lead to "money in the pocket".

3.8.27.6.2 The Department may, from time-to-time, at the discretion of the Accounting Officer introduce mechanisms for non-financial recognition to stimulate performance across the Department. However, managers may also propose forms of non-financial recognition, provided these remain non-financial, fit into the budget and do not change any basic condition of employment. Cognisance should be taken that the non-financial rewards are not linked to a financial year. The following are examples of recognition that can be considered:

- a. Acknowledgement and recognition of performance excellence i.e. in the office publications; specially created awards and certificates; citations at conferences or meetings; attendance at conferences etc.
- b. Increased autonomy to organize own work and/or increased resources with which to perform work.
- c. Public awards of various kinds made by management in recognition of a specific achievement or innovation or for consistent achievement over a specific period.
- d. Specific access to specialised training and development opportunities.

### 3.8.27.7 **Suggestions, Improvements and Innovations**

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 has the right to use any such suggestion, improvement or invention, and
- b. The Accounting Officer may reward the employee through any non-financial reward or a non-pensionable cash award not exceeding 20% of the employee's pensionable annual salary or, with the Accounting Officer's approval, a non-pensionable cash

award in excess of 20% of the employee's annual salary, or such a non-financial reward as well as such a cash award.

**3.8.28 ENQUIRIES**

All enquiries shall be directed to Public Sector HRD Programmes in the Office of the Premier.

## **SECTION 4**

### **EMPLOYEE HEALTH AND WELLNESS POLICIES**

#### **4. WELLNESS MANAGEMENT POLICY.**

##### **4.1 INTRODUCTION**

The Limpopo Provincial Administration acknowledges the existence of employees' personal and work-related problems that may have a negative influence on service delivery, as a result it recognizes its responsibility to create and maintain a healthy and supportive working environment aimed at enhancing service delivery and quality of life for all employees in the Provincial Administration.

This policy should be read in conjunction with the National EH&W Strategic Framework (2023) as amended, step-by-step implementation guide and the Monitoring tool for Wellness management. The policy should be implemented in line with the relevant outlined legislation.

#### **4.1.1 PURPOSE AND OBJECTIVES OF THE POLICY.**

##### **PURPOSE**

The purpose of the policy is to regulate and guide the implementation of Wellness Management Programme through provision of comprehensive wellness interventions and promotion of the health and wellbeing of employees and their immediate families through comprehensive wellness management programmes in the Limpopo Provincial Government Departments.

##### **OBJECTIVES**

The objective of this policy is to guide Provincial Departments in the following Wellness management aspects: -

- a. To promote healthy lifestyle practices through physical wellness.
- b. To promote individual wellness through provision of psycho-social services to employees.
- c. To promote organizational wellness by enabling climate and culture that is conducive to wellness and productivity.
- d. To promote work life balance through flexible policies in the workplace.

#### **4.1.2 AUTHORITY OF POLICY**

The authority of this policy lies within the Executive Authority (EA) of the Limpopo Provincial Administration.

#### **4.1.3 LEGISLATIVE MANDATE FOR WELLNESS MANAGEMENT WITHIN THE PUBLIC SERVICE.**

- a. Constitution of the RSA, 1996 [Act No. 108 of 1996]
- b. Basic Conditions of Employment Act, 1997 [No. 75 of 1997]
- c. Occupational Health and Safety Act, 1993 [No. 85 of 1993] as amended
- d. Compensation for occupational Injuries and Diseases Act (130 of 1993) as amended.
- e. Employment Equity Act, 1998 [No. 55 of 1998] as amended
- f. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 [Act No. 4 of 2000]
- g. Public Service Act, 1994 [No 1994] as amended
- h. Mental Health Care Act, 2002 [No. 17 of 2002]
- i. Prevention of and Treatment of Substance Abuse Act 2008
- j. Disaster Management Act, 2002 (No.57 of 2002)
- k. The Medical Schemes Act, 1998 [No. 131 of 1998] as amended
- l. National Strategic Framework on Stigma and Discrimination
- m. National Strategic Framework on Employee Health and Wellness Programmes of 2008 as amended.
- n. EAPA-SA Standards 4th Edition
- o. Mental Health Care Regulations 14 February 2003
- p. Public Service Regulations, 2001 as amended
- q. White paper on Sports and Recreation South Africa 1998. Getting the nation to play.
- r. National Sports and Recreation Act No.110 of 1998
- s. Protection of Personal Information Act No 4 of 2013
- t. Labour Relations Act of 66 of 1995

#### **4.1.4 SCOPE OF APPLICATION**

This policy is applicable to all Limpopo Provincial Government Departments as contemplated in the Public Service Act, 1994 as amended.

#### **4.1.5 PRINCIPLES**

The Wellness Management programme is underpinned by the following principles outlined by EAPA SA: -

**a) Eligibility and Accessibility**

The programme shall focus on all levels of employment, and all Wellness services shall be accessible to all employees including their immediate family members.

**b) Coherence of Models, Programmes and Policies**

The service delivery models shall offer the same package of services to all employees, which does not contradict each other despite it being in-house, or outsourced.

**c) Flexibility and Adaptability.**

Departmental EH&W programme should be customized to ensure that interventions are evidence based and sector specific. The interventions implemented in all Departments should address the needs and concerns of the organization and the employees.

**d) Respect for human rights and dignity**

The rights and dignity of employees utilizing wellness services should be respected and upheld.

**e) Confidentiality and Protection of employees' personal data**

Any information shared during consultation or counselling session shall not be disclosed to anyone without the employee's informed written consent except when disclosure is required in terms of law or court order.

The client's records shall be kept confidentially and secured under lock and key by the Wellness Professional.

**f) Voluntary Participation**

Employees' participation in the Wellness programme is voluntary however management has the prerogative of referring employees to Employee Health and Wellness unit for assistance.

**g) Ethical behavior**

EH&W Practitioners shall adhere to code of conduct of their professional bodies and of their departments.

#### 4.1.6 POLICY PRONOUNCEMENTS

##### 4.1.6.1 ROLE PLAYERS AND RESPONSIBILITIES

The roles, responsibilities and powers for policy management within the Limpopo Provincial Government are outlined in the table below: -

<b>Authority / Office</b>	<b>Formulation Drafting policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Authority</b>	Might direct that	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy implementation	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to The EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to the policies in line with powers conferred by law or delegation
<b>Executive Management/ Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Line Managers/ Supervisors</b>	None	Provide Inputs to policy	Implement policy within area of responsibility	Monitor implementation

<b>Authority / Office</b>	<b>Formulation Drafting policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Organized Labour</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employees are justifiably served in terms of policy implementation.	Monitor Implementation
<b>Transversal EH&amp;W Directorate</b>	Supports all branches (Departments) in the implementation of the policy  Coordinate the consultation process during policy formulation.	Shall motivate for the approval of the policy with the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Supports branches and the Executive Authority/ Accounting Officer in Monitoring & evaluating / alternatively, analysis implementation of policies
<b>Departmental EH&amp;W Directorate</b>	Provide input during the policy formulation / review process.	None	Ensure that all employees are informed of the new policy	Supports branches and the Executive Authority/ Accounting Officer in Monitoring & evaluating / Alternatively, analysis implementation of policies.

This policy involves the following role players, and their responsibilities are as follows: -

#### **4.1.6.2 The Accounting Officer**

- a. Ensure the development and implementation of Wellness management policy in the Department.
- b. Appoint a member of SMS to champion Wellness programmes in the Department.
- c. Ensure the provision of financial, human and physical resources for the implementation of Wellness programmes in the Department.
- d. Ensure that members of the executive management play a key role in the promotion and implementation of Wellness services in the Department.
- e. Ensure compliance with legislation, regulations and standards during the implementation of Wellness programmes.

#### **4.1.6.3 Appointed Member of Senior Management Services**

- a. Structures, plan and develop a holistic wellness management programme.
- b. Manage employee wellness strategies and implement policies to promote health and wellbeing of employees.
- c. Aligns and interface organizational wellness policy with other relevant policies and procedures.
- d. Plan interventions based on risk and need analysis in the Department.
- e. Manage and monitor external employee wellness service providers

#### **4.1.6.4 The EHW Coordinator**

- a. Coordinates the implementation of wellness programmes, projects and interventions.
- b. Plans, monitors and manages wellness programmes according to strategies, policies and budgetary guidelines.
- c. Makes provision for counselling to individual employees and to their immediate family members.
- d. Identifies personal development needs for individual employees.
- e. Analyses and evaluates data and communicate information, statistics and results to various stakeholders and management.
- f. Coordinates activities of Peer Educators.

- g. Promotes work-life balance for employees.
- h. Provides information regarding nutrition and monitors canteen services.

#### **4.1.6.5 The Employee.**

- a. Utilize wellness management services and facilities provided in the workplace by the employer to improve personal quality work life.
- b. Self-referral to wellness services to receive timely intervention.
- c. Co-operate with employer when assistance is offered

#### **4.1.6.6 Departmental EH&W Committee**

- a. Oversee the implementation of the wellness policy and programmes in the workplace.
- b. Makes recommendations to the employer regarding any policy matter and implementation. procedures including any matters affecting the wellness of employees.
- c. Keeps record of each recommendation made to an employer.
- d. Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees.
- e. Serves as a vehicle of communication to promote wellness within the workplace.

#### **4.1.6.7 Organized Labour**

- a. Represent employees in the workplace.
- b. Contribute to the development and review of Wellness policies.
- c. Ensure that the employer fulfil mandates of Wellness legislation and regulations to optimize wellness in the workplace.
- d. Attend the Wellness committee meetings and make representation to the employer on Wellness Management Policy agreed issues affecting the wellness of employees at the workplace.

#### **4.1.6.8 Employee Health and Wellness Advisory Committee**

Departments shall establish EHW advisory committee to execute the following functions:

- a. Provide strategic guidance on the implementation of EH&W programme.
- b. Contribute to policy and strategy formulation.
- c. Assist with the marketing of Wellness programme in the Department.
- d. Oversee the monitoring and evaluation of Wellness programme.

#### **4.1.7 WELLNESS MANAGEMENT PROGRAMME FUNCTIONS**

The Employee Health and Wellness Coordinator shall implement the following Wellness management functions as outlined below: -

##### **a. PHYSICAL WELLNESS**

- i. Develop programmes to promote physical activities through sport and recreation.
- ii. Develop awareness and Wellness educational program that promotes good nutrition and healthy lifestyle.
- iii. Disseminate physical wellness management information.

##### **b. INDIVIDUAL WELLNESS (PSYCHOSOCIAL WELLNESS)**

- i. Develop and implement preventative and curative programmes to promote social, financial, spiritual, and intellectual wellness.
- ii. Provide psychosocial services to employees and immediate family members.
- iii. Analyze trend analysis of EAP cases in the department.
- iv. Provide crisis intervention.

##### **c. ORGANISATIONAL WELLNESS**

- i. Develop and implement reactive and proactive wellness programmes.
- ii. Promote conducive organizational culture and climate.

##### **d. WORK-LIFE BALANCE**

- i. Establish childcare and breastfeeding facilities for employees based on organizational needs.
- ii. Implement retirement programmes in the workplace.
- iii. Provide family support programmes.

#### **e. MANAGEMENT OF SUBSTANCE DEPENDENCY**

Departments shall :-

- a. EHW coordinator shall assist employees who have consented by making arrangements with a registered rehabilitation institution for treatment.
- b. The employer shall facilitate admission of employees either to Public or Private registered institutions based on employee's affordability.
- c. Liability for rehabilitation costs shall be borne by employees.
- d. An employee may be granted special leave for substance dependency rehabilitation at a registered institution for the first time only, for a maximum of twenty-one (21) working days in a period of 36 months.
- e. An employee must apply in advance for a special leave for rehabilitation, whereby the application must include the admittance letter from the rehabilitation clinic/institution indicating the period of treatment.
- f. Approval of additional special leave days for rehabilitation for a maximum of 90 days (within 36 months leave cycle) shall be granted by the Accounting Officer (refer to PILIR and other relevant legislation).
- g. An employee will be expected to submit a written feedback report from the rehabilitation institution upon assumption of duty.
- h. Employees are compelled to attend after-care services for substance dependency.
- i. Departments will transport employees to substance dependency rehabilitation institution(s).
- j. Substance dependency rehabilitation is voluntary and is subject to consent of the employee.
- k. Employees who refuse to undergo rehabilitation but still continue with the poor performance will be subjected to departmental disciplinary processes.

#### **4.1.8 IMPLEMENTATION**

Each Department shall implement the policy and the Standard Operating Procedures (SOP's) as developed by the province to support this policy measures.

#### **4.1.9 MONITORING AND EVALUATION**

Departments shall:

- a. Ensure that the implementation of this policy is monitored quarterly.
- b. Evaluate the achievements of the policy objectives at least once every two years.

## **4.2 SAFETY, HEALTH, ENVIRONMENT, RISK AND QUALITY MANAGEMENT POLICY.**

### **4.2.1 INTRODUCTION**

Occupational health deals with all aspects of health and safety in the workplace and primarily focuses on prevention of hazards. The health of workers has several determinants, including risk factors at the workplace leading to accidents and diseases that may arise from the workplace. Employees have the right to a healthy and safe workplace free of hazards and risks that may harm them during their employment.

It is the duty of the employer to ensure that there is no risk to the health and safety of its employees. The employer has an obligation to identify potential threats in the workplace and take the correct steps to resolve the threats, as well as performing regular safety checks to ensure everything is in order. A well-planned Health and Safety programme will improve the working conditions of employees, decrease hazardous situations and in turn, will reduce the risk profile of the institution.

The Provincial Government recognizes the importance of protecting employees or clients against hazards to health and safety arising out of or in connection with the activities while providing services.

### **4.2.2 PURPOSE AND OBJECTIVES**

The purpose of this policy is to make provision for measures through which a healthy, safe and conducive work environment can be created and maintained within the Limpopo Provincial Administration as contemplated by the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) and its regulations as amended.

#### **OBJECTIVES**

The objectives of this policy are the following: -

- a. To enhance the health and wellbeing of employees by improving occupational health and safety in the workplace.
- b. To improve the implementation of hierarchy of controls to create a quality of services in the Provincial Departments administration.
- c. To accelerate the provision of occupational health and safety awareness.

- d. To prevent and minimize the effects of health and safety risks by conducting baseline risk assessment, occupational hygiene survey and medical surveillance and / or biological monitoring.

#### 4.2.3 LEGISLATIVE FRAMEWORK

This policy should be read in conjunction with the following instruments: -

- a) The Constitution of the Republic of South Africa, 1996.
- b) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- c) Compensation for Occupational Diseases and Injuries Act, 1993 (Act No.130 of 1993).
- d) Disaster Management Act, 2002 (Act No. 57 of 2002).
- e) Employment Equity Act, 1998 (Act No. 55 of 1998).
- f) Hazardous Substances Act, 1973 (Act No. 15 of 1973).
- g) Labour Relations Act, 1995 (Act No. 66 of 1995).
- h) Medical Schemes Act, 1998 (Act No. 131 of 1998).
- i) National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) and Regulations issued thereunder.
- j) National Environmental Management Act, 1998 (Act No. 107 of 1998).
- k) Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) and regulations issued thereunder.
- l) Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000).
- m) Public Service Act, 1994 (Proclamation 103 of 1994) and Regulations issued thereunder.

#### 4.2.4 POLICY PRINCIPLES

- a. **All workers have rights.** Departments must strive to establish and maintain decent working conditions and a decent working environment for employees.
- b. **Occupational safety and health programmes and policies must aim at both prevention and protection.** Efforts must be focused above all on primary prevention at the workplace level. Workplaces and working environments should be planned and designed to be safe and healthy.

- c. **Continuous improvement of occupational safety and health must be promoted.** This is necessary to ensure that national laws, regulations, and technical standards to prevent occupational injuries, diseases and deaths are adapted periodically to social and scientific progress and other changes in the world of work.
- d. **Information is vital for the development and implementation of effective programmes and policies.**
- e. **Health promotion is a central element of occupational health practice.** Efforts must be made to enhance workers' physical, mental, and social well-being.
- f. **Compensation, rehabilitation, and curative services must be made available to workers who suffer occupational injuries, accidents and work-related diseases.** Action must be taken to minimize the consequences of occupational hazards.

#### 4.2.5 SCOPE OF APPLICATION

This policy is applicable to all Limpopo Provincial Government Departments.

#### 4.2.6 POLICY PRONOUNCEMENT

##### 4.2.6.1 ROLES AND RESPONSIBILITIES

The SHERQ programme main responsibilities and functions shall be implemented by the following role players: -

Authority / office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy implementation.	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation

<b>Authority / office</b>	<b>Formulation &amp; Drafting Policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Management / Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Line Managers</b>	Support and monitor implementation of the policy	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a managerial level
<b>Organized Labour</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>Transversal EH&amp;W Directorate</b>	<ul style="list-style-type: none"> <li>○ Supports all branches (Departments) in the implementation of the policy.</li> <li>○ Coordinates the consultation process during policy formulation.</li> </ul>	Motivates for the approval of the policy by the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Support branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis of the implementation of policies
<b>Departmental EH&amp;W Directorate</b>	Provide input during the policy formulation / review process.	None	Ensure that all employees are informed of the new policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively, analysis of the implementation of policies
<b>Employees</b>	Provide input during the policy formulation/review process.	None	Adhere to health and safety by applying measures outlined in the Policy	Monitor implementation

#### **4.2.6.2 OCCUPATIONAL HEALTH AND SAFETY PROGRAMME ROLE PLAYERS.**

The following role players shall ensure that the Occupational Health and Safety programme is implemented to ensure compliance with OHS Act: -

##### **4.2.6.2.1 ACCOUNTING OFFICER**

The Accounting Officer is responsible for the provision and maintenance of a working environment that is safe and without risk to the health of employees through implementation of the following measures: -

- a. Appoint a member of senior management services to manage SHERQ programme in the workplace.
- b. Ensures the appointment in writing of the Health and Safety Representatives for the workplace.
- c. Ensure the establishment and appointment in writing of the Health and Safety Committees for the workplace.

##### **4.2.6.2.2 APPOINTED SENIOR MANAGEMENT SERVICES**

The appointed Senior Management services shall implement the SHERQ programme projects and interventions as follows: -

- a. Plan, monitor and manage SHERQ according to strategies, policies and budgetary guidelines.
- b. Analyse and evaluate data and communicate information, statistics, and results to various stakeholders and management.
- c. Coordinate health and safety programme.

##### **4.2.6.2.3 SHERQ COORDINATOR**

- a. Plan, monitor and manage SHERQ according to SANS/ISO, strategies, policies and budgetary guidelines
- b. Ensure department administrative compliance to the Occupational Health and Safety Act.
- c. Promote health and safety in the department through OHS information sharing, education and training.

- d. Coordinate baseline HIRA.
- e. Coordinate occupational hygiene survey as per the outcome of the baseline HIRA.
- f. Ensure implementation of medical surveillance as per the outcome of the occupational risk exposure profiling.
- g. Investigate occupational incidents/accidents.
- h. Investigate complaints regarding unsafe and unhealthy workplaces.
- i. Coordinate the activities of health and safety representatives, first aiders and fire marshals and functioning of OHS Committee(s).
- j. Develop, implement and evaluate emergency preparedness plan and procedures.
- k. Manage and administer the provisions of COIDA.

#### **4.2.6.2.4 EMPLOYEES**

Employees' responsibilities shall include the following: -

- a. Take reasonable care of their own safety and that of other person's who may be affected by their acts or omissions.
- b. Comply with instructions given for their own safety and health and those of others.
- c. Use safety devices and protective equipment's correctly.
- d. Report promptly to their supervisors any situation which they have reason to believe could present a hazard in the workplace.
- e. Report any accident or injury to health which arises in the course of their work.

#### **4.2.6.2.5 HEALTH AND SAFETY REPRESENTATIVES**

Health and Safety Representatives responsibilities shall include the following: -

- a. Regularly inspect workplace, facilities and equipment, and report to the Health and Safety Committee in the prescribed format.
- b. Attend the Health and Safety committee meetings.
- c. Investigate workplace incidents and report to the Health and Safety committee.

- d. Conduct inspections with Labour inspectors, when required
- e. Attend training on OHS-related matters.
- f. Implement any other responsibility that is indicated in Section 18 of the occupational Health and Safety Act 85 of 1993 or has relevance to health and safety in the workplace.

#### **4.2.6.2.6 HEALTH AND SAFETY COMMITTEE**

The Health and Safety Committee shall be responsible for the following functions as outlined in Section 20 of the Occupational Health and Safety Act 85 of 1993: -

- a. Make recommendations to the employer regarding Health and Safety in the workplace.
- b. Investigate and discuss incidents in the workplace.
- c. Report in writing to the Department of Employment and Labour, if necessary, on any incident that occurred at the workplace.
- d. Keep minutes of all committee meetings and reports submitted by Health and Safety Representatives.

#### **4.2.6.2.7 ORGANISED LABOUR REPRESENTATIVES**

Labour Union representatives shall be responsible for the following: -

- a. Serve in the Health and Safety committee meetings.
- b. Contribute to the development and review of SHERQ policies.
- c. Participate in the investigation of workplace incidents.
- d. Advocate for resources with management for continuous improvement of health and safety work conditions

#### **4.2.7 OCCUPATIONAL HEALTH AND SAFETY PROGRAMME MEASURES**

##### **4.2.7.1 BASELINE HIRA**

An accounting officer / designated senior manager must ensure that baseline HIRA is conducted in terms of section 8 (2)(d) of the OHS act 85 of 1993.

#### **4.2.7.2 OCCUPATIONAL HYGIENE SURVEY**

An accounting officer/ designated senior manager must ensure that an occupational hygiene survey is conducted based on the outcome of the baseline HIRA.

#### **4.2.7.3 MEDICAL SURVEILLANCE PROGRAM**

An accounting officer/ designated senior manager must ensure that the medical surveillance programme is implemented as per the outcome of the occupational risk exposure profiling.

### **4.3 HIV, STI'S AND TB MANAGEMENT POLICY.**

#### **4.3.1 INTRODUCTION**

This Policy serves outline measures that Provincial Departments should implement in responding to **HIV, TB AND STI's** management. It provides policy pronouncements that indicate how to implement the programmes in the workplace as part of the overall Employee Health and Wellness initiatives.

#### **4.3.2 PURPOSE AND OBJECTIVES OF THE POLICY**

##### **PURPOSE**

The purpose of the policy is to regulate the implementation of HIV, TB and STIs management measures in the Provincial Government Departments.

##### **OBJECTIVES**

The objectives of this policy are the following:-

- a. Break down barriers to achieving HIV, TB and STIs solutions.
- b. Maximize equitable and equal access to HIV, TB and STI's services and solutions.
- c. Sustain health and wellness through building integrated resilient systems for HIV, TB and STIs.

- d. Fully resource and maintain an efficient, inclusive HIV, TB and STIs programme.

### **4.3.3 AUTHORITY OF THE POLICY**

The authority of this policy lies within the EA of the Limpopo Provincial Administration.

### **4.3.4 LEGAL FRAMEWORK**

This Policy should be read in conjunction with the following international instruments: -

- a. Constitution of the Republic of South Africa, 1996
- b. Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- c. Employment Equity Act, 1998 (Act No. 55 of 1998)
- d. Labour Relations Act, 1995 (Act No. 66 of 1995)
- e. Mental Health Care Act, 2002 (Act No. 17 of 2002) and regulations issued thereunder.
- f. Medical Schemes Act, 1998 (Act No. 131 of 1998)
- g. National Strategic Framework on Stigma and Discrimination
- h. National TB Infection Control Guidelines, June 2007
- i. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
- j. Public Service Act, 1994 (Proclamation. 103 of 1994) and Regulations issued thereunder
- k. Compensation for Occupational Diseases and Injuries Act [No.130 of 1993]
- l. Health Act, 1977 [Act No. 63 of 1977]
- m. Public Service Regulations, 2001
- n. Tobacco Products Control Act, 1993 [Act No. 83 of 1993]
- o. UNAIDS HIV&AIDS and Human Rights international Guideline
- p. Protection of Personal Information Act (Act 4 of 2013)

### **4.3.5 SCOPE OF APPLICATION**

This policy is applicable to all Limpopo Provincial Government Departments as contemplated in the Public Service Act, 1994.

#### **4.3.6 PRINCIPLES**

The HIV, TB and STIs Management programme is underpinned by the following principles:

**a. Recognition of HIV, TB and STIs co-infection as a workplace issue**

HIV, TB and STIs co-infection is a workplace issue, and should be treated like any other serious illnesses or conditions in the workplace. This is because it affects the workforce, which is also part of the local community. Interventions in the workplace have a role to play in the struggle against the control of spread of the dual epidemic in the general community.

**b. Respect for Human Rights and Dignity**

The rights and dignity of employees infected and affected by HIV, TB and STIs should be respected and upheld.

**c. Gender Equality**

The gender dimensions of HIV, TB and STIs and Disability should be recognized. Women are more likely to become infected and are more often adversely affected by the HIV, TB and STIs epidemic than men due to biological, socio-cultural and economic reasons.

**d. Healthy and Safe Work Environment**

Healthy and Safe Work Environments should be created as much as practicably possible to prevent Occupational Exposure and Transmission of HIV, TB and STIs.

**e. Social Dialogue**

Successful implementation of this policy requires cooperation and mutual trust between employers, employees, and their representatives with an active involvement of employees infected and affected by HIV, TB and STIs.

**f. Confidentiality and Protection of Employees' Personal Data**

No employee or job-applicant will be expected to disclose HIV-related personal information. Access to personal data relating to an employee's HIV-status shall be bound by the rules of confidentiality, and no employer shall disclose such information without a written consent of the employee.

- g. Non-Discriminatory Workplace Practices**  
No medical testing or screening shall be required from job applicants or those in employment for purpose of exclusion from employment or work processes.
- h. Appropriateness and Cultural Sensitivity**  
Prevention of all means of transmission will be through a variety of appropriate and culturally sensitive prevention strategies.
- i. Access to Information and Education**  
Change of attitudes and behaviour should be attained through provision of information, and education, addressing socio-economic factors.
- j. Equal Access to all Health Entitlements**  
Access to affordable health care and social security services for employees and their dependants will be promoted through relevant Departments.
- k. Continuity of and Partnerships**  
Continuity of care for people infected and affected by HIV, TB and STIs shall be promoted, including linkages with other health centres and well-established referral mechanisms.
- l. Alignment to National Protocols**  
All treatment interventions should be aligned to relevant approved national protocols for treatment, care and support.
- m. Reasonable Accommodation**  
An employee with HIV-related illnesses, like any other illnesses, will continue to work for as long as he/she is medically fit in an available, appropriate work. The Department must accommodate an employee in other posts if possible.  
Employees who require TB treatment shall be afforded an opportunity to take treatment and sick leave days required and shall be covered through the leave policy directives and Policy on incapacity and ill health retirement (PILIR).
- n. Access to Services**  
Employees shall have access to preventive and therapeutic service within comprehensive Human Resource/ Employee Assistant Programme, which is utilised by staff experiencing a variety of psychosocial difficulties including, but not limited to, HIV and AIDS so as to de-stigmatise AIDS Programmes.

## 4.3.7 POLICY PRONOUNCEMENTS

### 4.3.7.1 ROLES AND RESPONSIBILITIES

The HIV, TB and STIs management programme main responsibilities and functions shall be implemented by the following role players: -

Authority / office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy implementation.	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation
<b>Executive Management / Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Line Managers</b>	Support and monitor implementation of the policy	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a managerial level
<b>Organized Labour</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation

Authority / office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
<b>Transversal EH&amp;W Directorate</b>	<ul style="list-style-type: none"> <li>○ Supports all branches (Departments) in the implementation of the policy.</li> <li>○ Coordinates the consultation process during policy formulation.</li> </ul>	Motivates for the approval of the policy by the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Support branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis of the implementation of policies
<b>Departmental EH&amp;W Directorate</b>	Provide input during the policy formulation / review process.	None	Ensure that all employees are informed of the new policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively, analysis of the implementation of policies
<b>Employees</b>	Provide input during the policy formulation/review process.	None	Adhere to health and safety by applying measures outlined in the Policy	Monitor implementation

#### 4.3.7.1.1 The Accounting Officer

- a. Ensure the development and implementation of HIV, TB and STIs management policy in the Department.
- b. Appoint a member of SMS or delegate a senior official to champion HIV, TB and STIs programmes in the Department.
- c. Ensure the provision of financial, human and physical resources for the implementation of HIV, TB and STIs programmes in the Department.

- d. Ensure that members of the top management play a key role in the promotion and implementation of HIV, TB and STIs services in the Department.
- e. Ensure compliance with legislation, regulations and standards during the implementation of HIV, TB and STIs programmes.
- f. Ensure that the management of HIV, TB and STIs is mainstreamed for employees in the workplace to access appropriate services in line with Departmental mandate and guidelines.
- g. Ensure the effective implementation of prevention, care and support programmes.
- h. Ensure the implementation of goals from the Provincial Implementation plan for HIV, TB and STIs (2023 -2028)

#### **4.3.7.2 Appointed Senior Management Services / Delegated Senior Official**

- a. Structures, plan and develop a holistic HIV, TB and STIs management programme.
- b. Manage HIV, TB and STIs strategies and implement policies to promote health and wellbeing of employees.
- c. Aligns and interface HIV, TB and STIs policy with other relevant policies and procedures.
- d. Plan interventions based on risk and need analysis in the Department.
- e. Manage and monitor external HIV, TB and STIs service providers
- f. Ensure Human Resource planning and management.
- g. Develop integrated HIV, TB and STIs information management system.
- h. Provide physical resources.
- i. Ensure financial planning and budgeting.

#### **4.3.7.3 The HIV, STIs and TB /Practitioner**

- a. Implement HIV, TB and STIs programmes, projects and interventions coordinate the implementation of HIV, TB and STIs management programmes, projects and interventions.
- b. Plan, monitor and manage workplace HIV, TB and STI's programmes according to strategies and policies.
- c. Ensure availability of male and female condoms at the workplace.
- d. Provide behaviour change communication
- e. Provide access to care and support for employees and their immediate family members.
- f. Analyse and evaluate data and communicate information, statistics and results to various stakeholders and management.
- g. Coordinate and monitor Peer Education Programme.
- h. Ensure adherence to Universal Precautions Guidelines.

#### **4.3.7.4 The Employee.**

- a. Take reasonable care for the health and safety of him / herself and other persons who may be affected by his / her acts or omissions.
- b. Obey universal precautions as laid down by the employer or any authorized person in the interest of prevention of HIV, TB and STIs.
- c. Report as soon as practicable any unhealthy situation which comes to his or her attention, to the employer or to the HIV, TB and STIs management coordinator.
- d. Contribute to the mitigation of the impact of HIV, TB and STIs in the workplace

#### **4.3.7.5 Departmental EH&W Committee**

- a. Oversee the implementation of the HIV, TB and STIs policy and programmes in the workplace.
- b. Makes recommendations to the employer regarding any policy matter and implementation. procedures including any matters affecting the HIV, TB and STI'S of employees.
- c. Keeps record of each recommendation made to an employer.
- d. Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees.

- e. Serves as a vehicle of communication to promote HIV, TB and STI'S within the workplace.

#### **4.3.7.6 Organized Labour**

- a. Contribute to the development and review of HIV, TB and STIs policies.
- b. Ensure that the employer fulfil mandates of HIV, TB and STIs legislation and regulations to optimize wellness in the workplace.
- c. Attend the HIV, TB and STIs committee meetings and make representation to the employer on HIV, TB and STIs Policy agreed issues affecting the wellness of employees at the workplace.
- d. Establish and harmonize communication of the HIV, TB and STIs management Policy at Provincial level.
- e. Serve as a vehicle for co-ordination, communication, collaboration, consultation on HIV, TB and STIs management Policy

#### **4.3.7.7 The Peer Educator shall;**

- i. Distribute HIV, TB and STIs promotional material at the workplace.
- ii. Communicate HIV, TB and STIs information at the workplace.
- iii. Serve as a referral agent of employees to internal EHW Practitioner.
- iv. Submit reports of activities to the HIV, TB and STIs Practitioner.

### **4.3.8 HIV, STI'S AND TB PROGRAMME POLICY PRONOUNCEMENTS**

#### **4.3.8.1 Break down barriers to achieving HIV, TB AND STIS solutions.**

- a) Mainstream HIV, TB and STIs and gender rights-based dimensions.
- b) Reduce vulnerability of vulnerable employees in the workplace.
- c) Address the physical structural impediments for optimal prevention and treatment of HIV, TB and STIs
- d) Reduce risky behaviour through the implementation of programmes that build resilience of employees.

**4.3.8.2 Maximize equitable and equal access to HIV, TB AND STI'S services and solutions.**

- a) Provide access for testing and screening services
- b) Increase knowledge, attitudes and behaviours that promote HIV, TB and STIs prevention
- c) Provide care and Support for employee infected and affected with HIV, TB and STIs

**4.3.8.3 Sustain health and wellness through building integrated resilient systems for HIV, TB AND STI'S.**

- a) Integrate and standardize delivery and access to mental health services
- b) Maintain optimal health and wellness for infected and affected employees with HIV, TB and STIs
- c) Provide treatment literacy and adherence counselling

**4.3.8.4 Fully resource and sustain an efficient, inclusive HIV, TB and STI programme.**

- a) Reduce stigma and discrimination among employees living with HIV, TB and STIs programme
- b) Facilitate access to justice and redress for infected and affected employees
- c) Promote an environment that enables and protects human and legal rights.

**4.3.9 Monitoring and Evaluation**

Departments shall:

- i. Ensure that the implementation of this policy is monitored quarterly.
- ii. Evaluate the achievements of the policy objectives at least once every two years.

## **4.4 HEALTH AND PRODUCTIVITY MANAGEMENT POLICY.**

### **4.4.1 INTRODUCTION.**

The policy seeks to strengthen and promote general health of employees effectively service delivery and mitigate the impact of communicable and non-communicable diseases on productivity and quality of life for employees. The workplace is a setting for delivery of essential public health interventions.

The provision of health promotion services and other activities related to workers' health should be planned, implemented, and evaluated with a view to reducing inequalities in workers' health in the Province.

The health promotion interventions strengthen the integrated management of health risks from communicable and non-communicable disease, occupational injuries and diseases, and also disability. The provision of health productivity management therefore yields an enabling environment for the prevention of occupational hazards and to protect and promote health at the workplace, including access to occupational health services.

This policy should be read in conjunction with HIV, STI's and TB Management, Wellness Management, and Safety, Health, Environment, Risk and Quality Management Policies considering the integrated sub pillars functions.

### **4.4.2 PURPOSE AND OBJECTIVES OF THE POLICY**

#### **a. PURPOSE**

The purpose of the policy is to regulate the management of health risks amongst employees in the Provincial Administration Departments.

#### **b. OBJECTIVES**

The objectives of this policy are to guide Provincial Departments to:-

- i. Manage communicable and non-communicable diseases in the workplace.
- ii. Manage mental health and psycho-somatic illnesses in the workplace.
- iii. Manage incapacity due to ill health.

- iv. Manage health risks in the workplace.

#### **4.4.3 AUTHORITY OF POLICY**

The authority of this policy lies within the Executive Authority of the Limpopo Provincial Administration.

#### **4.4.4 LEGAL MANDATE**

The policy guideline should be read in conjunction with the following instruments: -

- a) Constitution of the RSA, [Act No. 108 of 1996];
- b) Public Service Act, 1994 [Act No. 103 of 1994] and Regulations as amended;
- c) Basic Conditions of Employment Act, 1997 [Act No. 75 of 1997];
- d) Labour Relations Act, 1995 (Act No. 66 of 1995);
- e) Employment Equity Act, 1998 (Act No. of 1998);
- f) Occupational Health and Safety Act, 1993 [Act No. 85 of 1993] and Regulations as amended.
- g) Disaster Management Act, 2002 [Act No. 57 of 2002];
- h) Compensation for Occupational Diseases and Injuries Act [No.130 of 1993];
- i) Mental Health Care Act, 2002 [Act No. 17 of 2002]; and
- j) The Medical Schemes Act, 1998 [Act No. 131 of 1998]
- k) Employee Health and Wellness Strategic Framework for Public Service, 2008;
- l) HIV, STIs and TB National Strategic Plan 2023 – 2028;
- m) Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR).
- n) POPI Act
- o) Policy on Reasonable Accommodation and Assistive devices for Employees with Disabilities in the Public Service, 2014
- p) National Health Care, 2003 (Act No. 61 of 2003)
- q) Tobacco Products Control Amendment Act, 1999 (Act No. 12 of 1999)

#### **4.4.5 SCOPE OF APPLICATION**

This policy is applicable to all Limpopo Provincial Government Departments as contemplated in the Public Service Act 1994.

#### **4.4.6 POLICY PRINCIPLES**

This Health and Productivity Policy is underpinned by the following principles: -

**a) Eligibility and Accessibility**

The programme shall focus on all levels of employment, and all Wellness services shall be accessible to all employees including their immediate family members.

**b) Coherence of Models, Programmes and Policies**

The service delivery models should offer the same package of service to all employees, which does not contradict each other despite it being in-house, or outsourced.

**c) Flexibility and Adaptability.**

Departmental EH&W programme should be customized to ensure that interventions are evidence based and sector specific. The interventions implemented in all Departments should address the needs and concerns of the organization and the employees.

**d) Respect for human rights and dignity**

The rights and dignity of employees utilizing wellness services should be respected and upheld.

**e) Confidentiality and Protection of employees' personal data**

Any information shared during consultation or counselling session shall not be disclosed to anyone without the employee's informed written consent except when disclosure is required in terms of law or court order.

The client's records shall be kept confidentially and secured under lock and key by the Wellness Professional.

**f) Voluntary Participation**

Employees' participation in the Wellness programme is voluntary however management has the prerogative of referring employees to Employee Health and Wellness unit for assistance.

**g) Ethical behavior**

EH&W Practitioners shall adhere to code of conduct of their professional bodies and of their departments.

**4.4.7 POLICY PRONOUNCEMENTS.**

**ROLES AND RESPONSIBILITIES**

The roles, responsibilities, and powers for policy management within the Limpopo Provincial Government are outlined in the table below.

<b>Authority/ Office</b>	<b>Formulation &amp; Drafting Policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy relationship of policy implementation with electoral mandates.	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to The EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation
<b>Executive Management/ Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level

<b>Authority/ Office</b>	<b>Formulation &amp; Drafting Policies</b>	<b>Policy Approval</b>	<b>Policy Implementatio n</b>	<b>Monitoring &amp; Evaluation</b>
<b>Labour Organization</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>Transversal EH&amp;W Directorate</b>	<ul style="list-style-type: none"> <li>• Supports all branches (Departments ) in the implementation of the policy;</li> <li>• Coordinate the consultation process during policy formulation.</li> </ul>	Shall motivate for the approval of the policy by the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies
<b>Departmental EH&amp;W Directorate</b>	<ul style="list-style-type: none"> <li>• Provide input during the policy formulation/re view process.</li> </ul>	None	Ensures that all employees are informed of the new policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Provide input during the policy formulation/re view process.</li> </ul>	None	Implementation of the Policy	

## **ROLE PLAYERS IN HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME.**

This policy involves the following role players and their responsibilities are outlined as follows: -

### **4.4.7.1 Accounting Officer**

- i. Ensure the development and implementation of health and productivity management policy in the Department.
- ii. Appoint a member of SMS to champion health and productivity programmes in the Department.
- iii. Ensure the provision of financial, human and physical resources for the implementation of health and productivity management programmes in the Department.
- iv. Ensure that members of the executive management play a key role in the promotion and implementation of health and productivity management services in the Department.
- v. Ensure compliance with legislation, regulations and standards during the implementation of health and productivity management services.

### **4.4.7.2 Appointed Member of Senior Management Services**

- a. Oversee the implementation of health and productivity management in the department.
- b. Ensure the provision of human and financial resources to implement the programme
- c. Structures, plan and develop a holistic health and productivity management programme.
- d. Develop health and productivity management strategies and implement policies to promote health and wellbeing of employees.
- e. Aligns and interface health and productivity management policy with other relevant policies and procedures.
- f. Plan interventions based on risk and need analysis in the Department.

#### **4.4.7.3 EH&W PRACTITIONER**

The EH&W Coordinator shall: -Plan and implement HPM according to strategies, policies.

- i. Manage referred ill health and incapacity cases.
- ii. Analyze data and communicate outcomes statistics to management structures.
- iii. Coordinate health and wellness screenings
- iv. Analyze sick leave trends
- v. Provide support to employees experiencing health related challenges and
- vi. Provide advocacy services on health promotion programmes.

#### **4.4.7.4 LINE MANAGER**

- i. Adhere and implement policy provisions
- ii. Identify, refer and provide support to employees with health-related challenges

#### **4.4.7.5 HUMAN RESOURCE MANAGEMENT UNIT**

Refer sick and incapacity leave cases for further management

#### **4.4.7.6 EMPLOYEES**

- i. Participate in care and preventive programmes to minimize the effects of a disease. or chronic condition through integrative care and preventive care.
- ii. Register into the disease management programme.
- iii. Comply with Health Manager recommendations.

#### **4.4.7.7 ORGANIZED LABOUR**

- i. Sit in the health and productivity management committee
- ii. Advocate for employees regarding health promotion programme in the workplace.
- iii. Ensure that the employer fulfils the mandate of health and productivity programme.

#### **4.4.7.8 EH&W ADVISORY COMMITTEE**

- i. Oversees the implementation of the health and productivity management policy and programmes in the workplace.
- ii. Makes recommendations to the employer regarding any policy matter and implementation procedures including any matters affecting the health and wellbeing of employees.
- iii. Keeps record of each recommendation made to an employer.
- iv. Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees.
- v. Serves as a vehicle of communication to promote the health and wellbeing of employees in the workplace.

#### **4.4.8 HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME FUNCTIONS**

The Designated member of senior management and Employee Health and Wellness coordinator shall implement the following programmes: -

##### **4.4.8.1 Communicable and non-Communicable Disease Management**

- a. Conduct integrated Health Risk assessment and manage Chronic Diseases.
- b. Analyse Health Risk assessment reports from stakeholders.
- c. Promote the utilization of disease management programmes by employees.
- d. Conduct educational awareness on communicable and non-communicable disease.

##### **4.4.8.2 Mental Health and Psychosomatic illness Management**

- a. Conduct Mental Health programmes in the workplace.
- b. Conduct awareness on stigma and discrimination.

- c. Management of psychosocial illnesses.
- d. Manage incapacity due to ill health.
- e. Advocate for reasonable accommodation of referred employees.
- f. Manage health risks in the workplace.

#### **4.4.8.3 Health education and promotion**

- a. Strengthen systems for workplace health management.
- b. Provide E-health knowledge and information.
- c. Conducting of information and educational sessions on health management.
- d. Develop and implement effective behaviour change communication programmes.
- e. Evaluation of the impact of occupational health policies and health systems in the workplace.

#### **4.4.9 MONITORING AND EVALUATION**

Departments shall:

- a. Ensure that the implementation of this policy is monitored quarterly.
- b. Evaluate the achievements of the policy objectives at least once every two years.

## **4.5 BEREAVEMENT SUPPORT POLICY**

### **4.5.1 INTRODUCTION**

The Limpopo Provincial Government recognizes that employees in the provincial administration play an important role in providing services to the citizens of the Province. The workplace is where employees spend most of their time and share every moment with fellow colleagues. It is important and crucial for employees to work in a transformed and conducive work environment which recognizes the social part of an employee's life.

The Limpopo Provincial Government recognizes that death is inevitable, and as a caring employer, seeks to create a supportive environment for its employees and their immediate family members during times of bereavement.

### **4.5.2 PURPOSE OF THE POLICY**

The purpose of this policy is to provide a uniform, fair and consistent approach on coordination of bereavement support services in Departments and further promote a culture of care through psychosocial services coordinated by Employee Health and Wellness Programme.

### **4.5.3 OBJECTIVES OF POLICY**

- a. To promote the spirit of humanity and supportive culture amongst employees
- b. To determine procedures to be followed in rendering psychosocial support to employees and immediate families during bereavement.
- c. To provide guidance on the administration and coordination of support to bereaved employees and immediate family members.
- d. To promote work life balance
- e. To ensure uniformity when providing bereavement services

#### **4.5.4 AUTHORITY OF POLICY**

The authority of this policy lies with the Accounting Officer of the Limpopo Office of the Premier.

#### **4.5.5 LEGAL FRAMEWORK**

- a. Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).
- b. Occupational Health and Safety Act, 1993 (Act No. 85 of 1993).
- c. Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993).
- d. The Promotion of Equality and the Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000).
- e. Public Service Act, 1994 (Act No. 103 of 1994) and regulations issued there under.
- f. Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
- g. Labour Relations Act, 1995 (Act No. 66 of 1995)
- h. DPSA Employee Health and Wellness National Strategic Framework, 2008.
- i. Government Motor Transport Handbook, 2019.

#### **4.5.6 SCOPE OF APPLICATION**

This policy is applicable to all employees in the Limpopo Provincial Administration Departments as contemplated in the Public Service Act 1994 as amended.

The policy shall also apply to employee's immediate family members, Interns, Learnership and Experiential Learners.

#### **4.5.7 POLICY PRINCIPLES**

This policy is guided by the following principles: -

a. **Respect and dignity.**

Provide kind, compassionate, and non-discriminatory care that respects the individual's needs, beliefs, and cultural background.

b. **Individualized care.**

Recognize that grief is a unique and personal experience. Care should be tailored to individual's situation and needs, as opposed to a one-size-fits-all approach.

c. **Communication.**

Ensure sensitive, clear, and honest communication is a core part of care.

d. **Shared decision-making.**

Involve the bereaved person in making informed decisions about their care and any follow-up actions.

e. **Quality and competence.**

Ensure that those providing support are trained, skilled, and have the necessary knowledge for their role.

f. **Confidentiality**

Any information shared during consultation or counselling session shall not be disclosed to anyone without the employee's informed written consent except when disclosure is required in terms of law or court order.

#### 4.5.8 POLICY PRONOUNCEMENTS

##### 4.5.8.1 RESPONSIBILITIES OF ROLE PLAYERS.

The roles, responsibilities and powers for policy management within the Limpopo Provincial Government are outlined in the table below: -

<b>Authority / Office</b>	<b>Formulation &amp; Drafting policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Executive Authority</b>	Might direct that certain policies be formulated or drafted.	Can approve policies relevant to the department in line with powers conferred by law or delegation.	Oversees policy implementation.	Approves amendment of policy resulting from a review.

<b>Authority / Office</b>	<b>Formulation &amp; Drafting policies</b>	<b>Policy Approval</b>	<b>Policy Implementation</b>	<b>Monitoring &amp; Evaluation</b>
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation
<b>Executive Management / Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Organized Labour</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>Departmental EH&amp;W Directorate</b>	Provide input during the policy formulation / review process.	None	Ensure that all employees are informed of the new policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternative analysis of the

Authority / Office	Formulation & Drafting policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
				implementation of policies.
<b>Employees</b>	Provide input during the policy formulation/review process.	None	Implementation of the Policy	

This policy involves the following role players and their responsibilities are outlined as follows: -

**4.5.8.2 Accounting Officer.**

- a. Oversee the development and implementation of bereavement policy.
- b. Appoint a member of senior management services to ensure implementation of bereavement policy.
- c. Appoint bereavement committee in writing.
- d. Ensure provision of resources for the implementation of bereavement support services.
- e. Grant approval for EHW professionals for travelling, accommodation and subsistence when required to provide psychosocial services to the bereaved family.

**4.5.8.3 Member of Senior Management Services/ Delegated Senior Official.**

- a. Ensure implementation of bereavement policy
- b. Aligns and interface the implementation of bereavement policy with other relevant policies and procedures.
- c. Plan interventions for bereavement support based on risk and need analysis in the Department.

#### **4.5.8.4 Unit Manager / Supervisor.**

- a. Notify SMS member or delegated official about the bereavement
- b. Provide a compassionate, flexible, and supportive work environment that helps employees to manage grief.

#### **4.5.8.5 The Employee Health and Wellness Professional**

- a. Coordinate the implementation of bereavement services.
- b. Provide psychosocial services to employees and their immediate family members inline with the wellness management policy.
- c. Ensure the functioning of Bereavement Committee in the workplace.
- d. Provide debriefing services to the affected employees.
- e. Serve as an ex-officio member of the bereavement committee.

#### **4.5.8.6 Employees**

- a. Utilize wellness management services provided in the workplace by the employer to improve personal quality work life.
- b. Self-referral to wellness services to receive timely intervention during period of grief / loss.
- c. Co-operate with employer when assistance is offered

#### **4.5.8.7 Departmental Bereavement Support Committee**

- a. Oversee the implementation of the bereavement support policy and programmes in the workplace.
- b. Makes recommendations to the employer regarding any policy matter and implementation procedures including any matters affecting the wellness of employees.
- c. Keeps record of each recommendation made to an employer.
- d. Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees.

#### **4.5.8.8 Organized Labour**

- a. Represent employees in the workplace.
- b. Contribute to the development and review of bereavement support policies.
- c. Ensure that the employer fulfil mandates of Wellness legislation and regulations to optimize wellness in the workplace.
- d. Attend the Wellness committee meetings and make representation to the employer on Wellness Management Policy agreed issues affecting the wellness of employees at the workplace.
- e. Offer message of support during the memorial service

#### **4.5.8.9 BEREAVEMENT COMMITTEE**

The committee shall perform the following functions:

- a. Coordinate logistical arrangements regarding memorial service of employee.
- b. Manage list of employees to attend support visits during the week in consultation with the relevant section.
- c. Liaise with Employee Health and Wellness practitioner with regards to memorial and funeral services.
- d. Develop and update condolences register.
- e. Collect and balance condolence contributions branches / Directorate and give update to EHW practitioner before submissions to the bereaved family.
- f. Facilitate delivery of condolences to the bereaved family.

#### **4.5.9 BEREAVEMENT SUPPORT POLICY PROCEDURE**

##### **4.5.9.1 DEATH OF AN EMPLOYEE.**

- a. In the event of death of an employee, the bereaved family shall inform the Department through the immediate Supervisor / Unit Manager.
- b. ...
- c. The Supervisor / Unit Manager shall inform the Human Resource Management unit in writing and facilitate that all processes and procedures are followed to ensure winding of service benefits.
- d. The Supervisor / Unit Manager shall further inform the Employee Health and Wellness Unit which shall in turn inform the Departmental Bereavement Committee.
- e. The Bereavement Committee shall issue a formal notification of death which will be circulated through Communication Unit to inform all employees in the Department.
- f. Departments shall delegate a representative to speak on behalf of the Employer during the memorial and funeral services of a deceased employee.

#### **4.5.9.2 DEATH OF AN EMPLOYEE'S IMMEDIATE FAMILY MEMBER.**

- a. The bereaved employee shall notify his / her immediate supervisor about the death of an immediate family member.
- b. The supervisor shall notify all employees within the unit and further inform the Employee Health and Wellness Unit about the death case.
- c. The Supervisor / Unit Manager shall further inform the Employee Health and Wellness Unit which shall in turn inform the Departmental Bereavement Committee.
- d. The Bereavement Committee shall issue a formal notification of death which will be circulated through Communication Unit to inform all employees in the Department.

#### **4.5.9.3 TRANSPORT**

The following measures shall be implemented regarding transport arrangements: -

- a. The bereavement committee shall, in consultation with the affected unit consolidate the list of employees to attend the memorial or funeral service of the deceased employee.
- b. Departments shall provide shared state transport for employees who do not belong to any vehicle scheme to attend a memorial and funeral service for a deceased employee.
- c. SMS, MMS scheme A and B users shall enlist their names with the bereavement committee and be grouped for the purpose of seeking approval for utilization of the shared transport amongst the scheme members.
- d. Approval of MMS, SMS and subsidized vehicles shall be sought from the Accounting Officer / delegated senior official to enable employees wishing to utilize their vehicles to attend the funeral or memorial services.
- e. Departments shall provide transport for the family to attend a department arranged memorial service on condition that the family requires assistance.
- f. Transported family members of the deceased shall complete indemnity forms prior to being ferried by a government motor vehicle.
- g. Departments shall provide transport during official working hours to enable colleagues to attend bereavement support visits to the family, in case the deceased is an employee or immediate family member.

#### **4.5.9.4 ACCOMMODATION**

If a deceased employee must be buried more than 150km away from their work station, accommodation shall be provided for the delegated official who will represent the employer, EHW Professional and nominated approved officials.

#### **4.5.9.5 CONDOLENCES**

- a. The bereavement committee shall be responsible for coordination of condolences.
- b. Bereavement committees shall open a condolence register for recording the condolences.
- c. Condolences shall be limited to the employee and immediate family members.
- d. Contributions of condolences shall be voluntary.
- e. Collected condolences shall reach the affected employee two days before the burial.

#### **4.5.10 BEREAVEMENT SUPPORT POLICY MEASURES THAT DEPARTMENTS SHOULD IMPLEMENT.**

Departments must implement the following measures in relation to Bereavement support: -

- a. Departments shall establish Bereavement committees whose responsibility shall be to coordinate any form of bereavement support to employees and their immediate family members.
- b. The Departments shall allocate a budget for logistical arrangements which will include hiring of venue for memorial service, flowers, accommodation and meals for the family members of the deceased employee.
- c. Departments shall implement the Transversal Transport Policy Manual when requesting transport for family support visits, memorial service and funeral.
- d. Employee Health and Wellness Professionals shall render counselling and debriefing services to affected employees and immediate family members.

#### **4.5.11 MONITORING AND EVALUATION**

Departments shall:

- a. Ensure that the implementation of this policy is monitored quarterly.
- b. Evaluate the achievements of the policy objectives at least once every two years.

#### **4.5.12 ENQUIRIES**

All enquiries related to all EHW policies shall be directed at the Transversal Employee Health and Wellness Unit in Office of the Premier.

**SECTION 5**

**LABOUR RELATIONS POLICIES**

## **5. INTRODUCTION**

The Limpopo Provincial Administration as the employer recognizes and respects employees' right to fair labour practices as enshrined in section 23 of the Constitution of the Republic of South Africa Act, 1996(Act No. 108) of 1996 and of the Labour Relations Act, 1995(Act No. 66 of 1995) as amended.

The Provincial Government is thus obliged to provide a regulatory framework to guide and ensure the fulfillment of such rights in line with relevant legislation.

### **5.1 PURPOSE AND OBJECTIVES**

#### **5.1.1 PURPOSE**

The purpose of this policy is to regulate labour relations matters within the Provincial Administration.

#### **5.1.2 OBJECTIVES**

The objective of this Policy is to-

- a. ensure the efficient and effective monitoring and management of the public service strike in the Province;
- b. regulate the movement of employees in the event of a strike;
- c. assist and ensure that Departments keep measures in place to avoid disruption of service delivery during a strike;
- d. put measures in place that ensure that employees' safety and lives are not endangered during a strike;
- e. clarify the procedures relating to the management of strike actions and provide guidelines to administer the processes relevant thereto; and
- f. indicate the specific responsibilities and authority to managers and supervisors.

### **5.2 SCOPE OF APPLICATION**

This Policy must apply to the Limpopo Provincial Government, as the employer, and all employees.

### **5.3 PRINCIPLES**

- a. Fairness;
- b. Objective decision-making;
- c. Professionalism;
- d. Accountability;
- e. Consultation; and
- f. Confidentiality

#### 5.4 LEGISLATIVE FRAMEWORK

- a. The Constitution of the Republic of South Africa Act, (1996) Act No. 108 of 1996
- b. The Labour Relations Act 1995(Act No. 66 of 1995); as amended
- c. Public Service Act, 1994(Proclamation No. 103 of 1994) as amended;
- d. Public Service Regulations, 2001(as amended);
- e. South African Police Services Act, 1995(Act No. 68 of 1995); and
- f. The Employment of Educators Act, 1994(Act No. 76 of 1994).

#### 5.5 AUTHORITY OF THE POLICY

This policy is authorized and issued by the EA for the Provincial Government of the Limpopo.

#### 5.6 POLICY PRONOUNCEMENTS

#### 5.7 ROLES AND RESPONSIBILITIES

The roles, responsibilities, and powers for policy management within the Limpopo Provincial Administration are outlined in the table below. These roles, responsibilities and powers apply to department policies.

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
<b>Executive Authority</b>	Directs that certain policies be formulated or reviewed.	Can approve policies relevant to the department in line with powers conferred by law or delegation	Oversees policy relationship of policy implementation with electoral mandates.	Approves amendment of policy resulting from a review
<b>Accounting Officer</b>	Recommends approval of draft policy to the EA on advice of	Can approve policies relevant to the department in line with powers	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers

	Executive Management	conferred by law or delegation		conferred by law or delegation
<b>Executive Management/ Senior Management</b>	Recommend the draft policy before submission to Accounting Officer or EA	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
<b>Labour Organization</b>	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms of policy implementation.	Monitor implementation
<b>Transversal Labour Relations</b>	Proposes policy formulation/revision.  Coordinate the consultation process during policy formulation.	Motivate for the approval of the policy to the relevant authority	Provides support to all Provincial Departments on the implementation of the policy.	Supports units in all Departments, the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies
<b>Departmental Labour Relations</b>	Provide input during the policy formulation/revision process.	None	Ensures that all employees are informed of the new policy (Create awareness).	Supports line managers, Executive and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies

## **5.5.1 LABOUR RELATIONS**

### **5.5.1.1 Collective bargaining**

- a. Collective bargaining at departmental level should only be for the purpose of consultation and not for negotiation.
- b. The Provincial Government must recognize the employees' right to join trade unions of the employees' choice or not to join but that employees who choose to join trade unions not represented in the PSCBC are liable to pay an agency shop fee agreed to in the PSCBC.
- c. Representatives of the employer in collective bargaining must ensure that-
  - (i) they have proper mandates whenever they enter into collective bargaining; and
  - (ii) that the matters which they entertain fall within the power of the employer at that level; and
- d. Members of the SMS are exempted from the payment of the agency fee but the members may join or not join any trade union and are excluded from the bargaining unit as they act as representatives of the employer.

### **5.5.1.2 Grievance handling**

- a. The purpose of the grievance procedure is to advance sound labour relations and address grievances in the public service.
- b. Grievances and disputes must be handled in terms of the Grievance Rules in the Public Service, PSCBC Resolution 14 of 2002.

### **5.5.1.3 Employee participation**

- a. Employee participation is the direct involvement of employees at a workplace within a limited range of activities such as those conducted within briefing groups, operational teams and quality circles;
- b. The employer must allow the employee to be involved in the activities to direct the full potential of employees towards achieving the organization's goals;
- c. The activities may include consultation and joint decision-making in workplace councils, shop steward or management meetings; and
- d. The employee's participation may extend beyond the organization to include the employee representatives generally through trade union involvement in Sectoral Bargaining Council and other structures.
- e. The objectives of employee participation are to
  - (i) enhance human dignity;
  - (ii) promote productivity in the workplace;
  - (iii) extend democracy in the workplace; and

(iv) Promote economic development on a regional or national level.

#### **5.5.1.4 Employment equity and unfair discrimination**

The Provincial Government –

- a. recognises the right to equality in terms of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and the Employment Equity Act, 1998(Act No. 55 of 1998); and
- b. must put in place, a policy or programme through which the Provincial Government must effect affirmative action;

#### **5.5.1.5 Skills development**

The Provincial Government must develop skills of employees and improve the employment prospects of persons previously disadvantaged by unfair discrimination.

#### **5.5.1.6 Organizational change**

- a. The Provincial Government must, for the sake of service delivery and where necessary, effect change in terms of the procedures the collective agreements and legislation pertaining to organizational change lay down; and
- b. Change in this regard would amongst others refer to restructuring, redeployment, down-sizing, re-engineering, dismissal based on operational requirements of the organization.

#### **5.5.1.7 Performance management and service delivery**

- a. The Provincial Government must follow an approach of regular formal performance assessment and informal work performance reviews and feedback that take place on a continuous basis.
- b. This approach must be transparent, inclusive, fair and must subscribe to the principle of differentiating between outstanding, commendable, satisfactory marginal and unsatisfactory performance.

### **5.5.1.8 Health and safety at workplace**

The Provincial Government must ensure that everyone in the workplace, including the Provincial Government itself, meets health and safety standards as spelt out in the Provincial Workplace Health and Safety Policy.

## **5.5.2 PRECAUTIONARY SUSPENSION**

### **5.5.2.1 Grounds for precautionary suspension**

The employer –

- a. may suspend an employee with full emoluments pending a disciplinary inquiry if the employer has reasonable apprehension, in terms of sub-clause 7.2 of PSCBC Resolution 1 of 2003,
- b. may impose reasonable conditions to the suspension and the employee may not breach the conditions as the employer may take further disciplinary action in appropriate circumstances; and
- c. must consider precautionary suspension as a last resort.
- d. The employer may precautionary suspend an employee if the employer believes that-
  - i. the employee could tamper with evidence
  - ii. the employee's presence in the workplace might have a disruptive influence;
  - iii. the employee's presence in the workplace constitutes a threat to the employee's own safety or other employees' safety;
- e. the employee might interfere with witnesses; and
- f. there is a likelihood that the employee could repeat the offence during the notice period for the disciplinary enquiry.
- g. the employer's intention must be to investigate the charges against the employee.
- h. The employer may not need to give the employee a hearing before the suspension
- i. The employee is not allowed to take up the employee's duties until the suspension is lifted but must be available at a location acceptable and accessible to the employer for the purpose of completing the investigation; and
- j. The suspension does not amount to a breach of contract of employment.

### **5.5.2.2 TRANSFER OR RE-ASSIGNMENT OF DUTIES**

The employer –

- a. may temporarily transfer the employee to another work location or re-assign to other duties as a precautionary measure;
- b. must always give priority over precautionary suspension in order to curb expenditure where salaries are paid for no services rendered;
- c. the employer's intention for transfer or re-assigning duties is to temporarily remove the employee from the place of work or nature of work to avoid circumstances where, for instance, the presence of an employee at the workplace or in the specific environment might jeopardize any investigation into the alleged misconduct; and
- d. the employee remains against the employee's post in the workplace.

### **3.1.7 EMPLOYER OBLIGATIONS**

The employer must-

- a. have valid and fair reasons for suspending an employee, based on fair labour relations principles;
- b. ensure that the period of suspension does not exceed 60 days
- c. review the suspension on a regular basis and throughout the suspension period, inform the employee of any progress; and
- d. ensure that there is a clear balance between the interests of the employee in continuing the employee's daily work and the disciplinary and operational requirements of the employer;
- e. during the suspension period, the employee is entitled to a speedy and effective finalization of the investigation process;

### **5.5.2.3 REVIEW OF SUSPENSION**

The employer-

- a. must review the transfer or suspension at monthly intervals; and
- b. must lift the suspension if the prescribed period has lapsed, when the employer no longer believes that the transfer or suspension is in the public interest, or when the reasons for the suspension have ceased to exist

### **5.5.3 Strike management**

- a. It is the duty of every supervisor to monitor the attendance of employees under their sections;
- b. Supervisors must keep accurate records of employee attendance during a strike action;
- c. Supervisors must ensure that all employees complete the attendance register and submit same to the Labour Relations section in a Department;
- d. In the instance where a Manager is involved in the strike action, the immediate supervisor will be responsible to complete the attendance register.

#### **5.5.3.1 Picketing**

- a. Employees intending to hold a picket must make sure that-
- b. a registered trade union authorizes the picket formally, in writing and in accordance with the trade union's Constitution;
- c. the picket is peaceful;
- d. The employees must hold the picket in any place to which the public has access but outside the premises of the employer within the radius agreed to by the employer or as determined by a Court of law.
- e. Employees must obtain permission of the employer if the employees intend to hold the picket in the premises of the employer.
- f. The employer may not unreasonably withhold the permission referred to in paragraph (4).
- g. Before the employees hold a picket, the employer and the trade union must agree on picketing rules that include but are not limited to-
  - i. the number of employees who are to hold the picket;
  - ii. the location where the employees will hold the picket;
  - iii. methods of communication between marshals, employer and other relevant parties; and
  - iv. conduct of employees holding a picket.
- h. the employer must upon being notified of the picket, provide the person who convened the picket with the name, address and telephone number of the person appointed by the employer to represent it in any dealings arising from the picket.
- i. The intention of the picket must be to peacefully encourage non- striking employees and members of the public to oppose a lock-out in support of the picket by either dissuading replacement labour from working or persuading members of the public or other employers and their employees to do business with the employer.

### **5.5.3.2 CONDUCT OF EMPLOYEES**

Employees who are on strike must-

- a. exercise the right to strike in an acceptable manner without intimidating employees who are not on strike;
- b. not engage in violence or disrupt the employer's services;
- c. not come within an agreed or defined radius of the employer's premises as the employer and the trade union may specify except for an employee who is delegated to present a memorandum to the employer;
- d. not hurl abuse at employees who are not on strike; and
- e. not engage in conduct that constitutes a criminal offence or misconduct in terms of the Disciplinary Code and Procedure.
- f. Failure on the part of the striking employees to adhere to paragraph (1) constitutes a misconduct and the employer must subject the employees to disciplinary action in line with relevant Disciplinary Code and Procedure.
- g. Employees who are not on strike must sign the strike attendance register as the committee may direct.
- h. Employees engaged in essential services –
  - i. may not participate in a strike action unless a Maintenance of Minimum Standards agreement is in place; and
  - ii. if the employees in paragraph(a) engage in a strike in the absence of MMS agreement, such action will be unprotected.

### **5.5.3.3 ESTABLISHMENT OF THE PROVINCIAL STRIKE MANAGEMENT COMMITTEE**

- a. The Office of the Premier must upon receiving notice of a strike, establish the Provincial Strike Management Committee to coordinate all the activities pertaining to a strike; and
- b. Each Department must nominate three employees to serve in the Committee.

#### **5.5.3.3.1 Composition of the Committee**

The following must constitute the Committee:

- a. Labour Relations Officers
- b. Human Resources practitioners;
- c. Employees in Integrity or Risk management;
- d. Employee Health and Wellness Programme

#### **5.5.3.4 Role of the Committee**

The Committee must-

- a. coordinate decisions directed by the Department of Public Service and Administration and Office of the Premier in relation to a strike;
- b. oversee the monitoring and management of a strike;
- c. intervene, provide advice and support to Departments where necessary;
- d. ensure the consolidation and keeping of records of the statistics of all Departments at Provincial level;
- e. liaise with relevant stakeholders to represent the Province on strike issues;
- f. ensure adherence to the “no work no pay” principle whether the strike was for a full day or part of a day regardless of whether the strike is protected or not;
- g. ensure the security of the employees, government premises and assets during a strike;
- h. identify and prioritize key installations and services that would need to be protected and separated;
- i. implement emergency measures that are necessary;
- j. apply the contingency plan in relation to a strike action; and
- k. generally represent the Provincial Administration in all issues pertaining to a strike.

#### **5.5.3.5 Role of Departments**

- a. Upon receipt of a strike notice, the Office of the Premier must notify each Head of Department thereof;
- b. Each Department must constitute a Departmental Committee to manage and monitor a strike in the Department;
- c. A Department must nominate three employees to serve in the Committee;
- d. One member of the Committee must serve as a chairperson and the other two as alternates in the Departmental committee;
- e. A Department must ensure that –
  - i. under no circumstances may leave be granted for strike purposes; and
  - ii. mechanisms are put in place to ensure that information on the strike is obtained at Departmental level and submitted to the Office of the Premier;
  - iii. the Department captures information on any strike on PERSAL system within 30 days of the strike; and
  - iv. the Human Resources component in the Department effect deductions of salaries of employees who participated on strike in the

month that the strike takes place or in the subsequent month should it not be possible to effect in the month.

#### **5.5.3.6 Role of Head of Department**

- a. A Head of Department must ensure that the Department establishes a Departmental committee to monitor and manage the strike as directed by the Provincial Strike Committee;
- b. The Departmental Committee must account to the Head of Department and submit reports as the head of Department may demand from time to time;
- c. The Head of a Department must account to the Director- General on strike matters where necessary or if requested to do so.

#### **5.5.3.7 Role of Departmental Committee**

A Departmental Committee must-

- a. manage the attendance register to determine employees who are on strike and those who are not on strike;
- b. compile statistics of employees who are not on strike and those who are on strike; and
- c. submit the statistics to the Office of the Premier as and when the Office of the Premier may direct.
- d. monitor the movements of employees during a strike for the purpose of manning and managing the strike attendance register;
- e. ensure that employees who are on duty during the strike complete and sign the attendance register as frequently as the Committee may determine;
- f. compile statistics in a Department and send the statistics to the Office of the Premier for further processing and referral to the relevant stakeholders;
- g. attend meetings of the Committee;
- h. serve as liaison officers between Departments and the Committee on issues pertaining to the strike; and
- i. report to the Committee all incidents of the strike that occurred in the area under the members' management.

#### **5.5.3.8 Role of Office of the Premier**

The Office of the Premier must -

- a. serve as the chairperson of the Committee;
- b. give direction regarding the monitoring and managing a strike;

- c. serve as a liaison officer between the Departments, the Department of Public Service and Administration and all other stakeholders; and
- d. consolidate statistics from all Departments and submit the statistics to the Department of Public Service and Administration.

#### **5.6 ENQUIRIES**

Enquiries regarding all LR policies should be directed to Transversal Labour Relations in the Office of the Premier.

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