



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

OFFICE OF
THE PREMIER

**PROVINCIAL HUMAN RESOURCE MANAGEMENT
AND DEVELOPMENT
POLICIES**

APRIL 2021

TABLE OF CONTENT

a. ACKNOWLEDGEMENT	18
b. PREFACE	19
c. PREAMBLE	19
d. PURPOSE	20
e. TABLE OF CONTENT	21
ANNEXURE A: SERVICE STANDARDS	21
SECTION 1	21
ORGANIZATION DEVELOPMENT AND JOB EVALUATION POLICY	22
1.1 ACRONYMS	22
1.2 DEFINITIONS	24
1.3 INTRODUCTION	28
1.4 PURPOSE AND OBJECTIVES OF THE POLICY	28
1.4.1PURPOSE	28
1.4.2OBJECTIVES.....	28
1.5 AUTHORITY OF POLICY	29
1.6 LEGISLATIVE MANDATES AND POLICIES	29
1.7 SCOPE OF APPLICATION	30
1.8 POLICY PRONOUNCEMENT	30
1.8.1ROLES AND RESPONSIBILITY.....	30
1.8.2 PRINCIPLES.....	31
1.8.3 JOB EVALUATION REQUESTS.....	32
1.8.4 JOB EVALUATION PRESCRIBED INSTRUMENTS/ TOOLS	32
1.8.5 Composition and functions of the Job evaluation components.....	33
1.8.5.1 COMPOSITION	33

1.8.5.2 FUNCTIONS OF THE DEPARTMENTAL JE UNIT	34
1.8.6. Departmental Job Evaluation panel	34
1.8.6.1 COMPOSITION	34
1.8.6.2 DEPARTMENTAL JOB EVALUATION UNIT SHALL EXECUTE THE FOLLOWING FUNCTIONS:	34
1.8.7 COMPOSITION, ROLE AND FUNCTIONS OF THE CENTRAL JOB EVALUATION PANEL COMMITTEE FOR SMS (13 – 15) POSTS	35
1.8.7.1. COMPOSITION	35
1.8.8 COMPOSITION OF JE COMMITTEE AND EVALUATION OF HOD POSTS	35
1.8.8.1 COMPOSITION	36
1.9 OTHER POLICY MEASURES	36
1.2. REVIEW/ APPEAL	37
1.11. JOB EVALUATION RESULTS IMPLICATIONS	37
1.11.1. UPGRADING	38
1.11.2. DOWNGRADING	38
1.11.3. TRANSFERS	39
1.11.4. JOBS /POSTS RETAINING THE SAME LEVEL	39
1.11.5. RE-ORGANISATION	39
1.12. ROLES OF THE JOB EVALUATION REVIEW PANEL	39
1.12.1 FUNCTIONS OF THE JE REVIEW PANEL	40
1.13. RECORD -KEEPING	40
1.14. ORGANISATIONAL DESIGN	41
1.14.1. What is organization Design	41
1.14.2 What triggers / informs organisational design in departments	41
1.14.3 Outputs/deliverables of organisational design	42
1.14.4 ORGANISATIONAL DESIGN APPROACH	42

1.14.5	STAKEHOLDER, ROLES AND RESPONSIBILITIES IN ORGANIZATIONAL DESIGN	44
1.14.6	PRINCIPLES.....	48
1.14.7	CONSULTATION	48
1.14.8	DELEGATION	50
1.14.9	MONITORING, EVALUATION AND REPORTING	50
1.15	ENQUIRIES	50
	SECTION 2	51
	HUMAN RESOURCES MANAGEMENT POLICY	51
2.1	ACRONYMS AND ABBREVIATIONS.....	52
2.2	DEFINITIONS	53
2.3	INTRODUCTION.....	59
2.4	PURPOSE AND OBJECTIVES.....	59
2.4.1	PURPOSE.....	59
2.4.2	OBJECTIVES	59
2.5	AUTHORITY OF POLICY	60
2.6	LEGAL FRAMEWORK.....	60
2.7	SCOPE OF APPLICATION.....	61
2.8	ROLES AND RESPONSIBILITY.....	61
2.9	PRINCIPLES.....	63
2.10	RECRUITMENT, SELECTION & APPOINTMENTS	63
2.10.1	PRONOUNCEMENTS	63
2.10.1.1.	Advertisement of Posts.....	63
2.10.1.2	Administration of Applications.....	63
2.10.1.3	Selection.....	64

2.10.1.4 Screening	64
2.10.1.5 Selection Committee.....	64
2.10.1.6 Interview	65
2.10.1.7 Personnel Suitability checks and qualification verification	65
2.10.1.9 Appointment	66
2.10.1.1 Movement of Employees	66
2.11 TRANSFER.....	67
2.11.1 General Conditions for Transfer	67
2.11.1.1 Employer, Cross and Interdepartmental Initiated Transfer	67
2.11.1.2 Employee, Cross and Interdepartmental Initiated Transfer	67
2.12.1.3 Circumstances under Which a Transfer Is Effected.....	68
2.12 SECONDMENT OF EMPLOYEES.....	69
2.12.1 Conditions of Secondment of Staff.....	69
2.12.1.4 Relationship between the Employee and the Department.....	69
2.12.1.5 Conduct at the receiving department, organ of state, other government or any other body	69
2.12.1.6 Premature termination of secondment.....	70
2.12.1.7 Contractual obligations	70
2.12.1.8 Secondment agreement with the recipient department, organ of state, other government or any other body.....	71
2.12.1.9 Secondment agreement with the employee.....	71
2.12.1.10 Personnel suitability checks.....	71
2.12.1.11 Training on diplomatic protocol.....	71
2.12.1.12 Secondment of employees to multilateral organisation.....	71
2.12.1.13 Rationale for the secondment of employees to multilateral organizations	71
2.12 RETENTION	72

2.12.1 ROLES AND RESPONSIBILITIES.....	72
Accounting Officer	72
Head of Corporate Services	72
2.12.3 CRITERIA FOR RETENTION OF EMPLOYEES	72
2.13 RESETTLEMENT	73
2.13.1 Conditions for resettlement	73
2.13.2 Costs associated with appointments and employer initiated transfers	73
2.13.2.1 Travel and Subsistence	73
2.13.3 Transportation and storage of household and personal effects	74
2.13.4 Interim Accommodation	74
2.13.5 Additional costs associated with employer initiated transfers	75
2.13.6 CONDITIONS.....	76
2.14 OVERTIME	76
2.14.1 Authorized remunerative overtime work.....	76
2.14.2 Conditions for overtime work.....	77
2.14.3 Compensation for overtime work.....	77
2.14.4 Procedure to obtain approval for paid overtime	77
2.14.5 Control of remunerative overtime work	77
2.15 HUMAN RESOURCE PLANNING	78
2.15.1 Development of human resource plans.....	78
2.15.2 HR planning in context	79
2.15.3 HR planning principles	79
2.15.3.1 Focus of plans	79
2.15.3.2 Principle.....	79

2.15.3.3. Ensure that management sets the overall direction and goals of human resource planning.....	80
2.15.4 The role of stakeholders in HR planning	80
2.15.4.1 The role of the human resources component is to:.....	80
2.15.4.2 The role of management is to:	81
2.15.4.3 The role of line managers is to:	81
2.15.5 Format of the HR plan.....	81
2.15.6 Conditions for Adjustment of MTEF HR PLAN	82
2.15.7 Period covered	82
2.16 EMPLOYMENT EQUITY.....	82
2.16.1 Roles and responsibilities	82
2.16.2 Role of Executive Authority and Accounting Officers shall be/ is to:.....	82
2.16.3 The Role of EE Managers/EE Component/HR Component shall be	83
2.16.4 Role of Line Managers shall be	83
2.16.5 The role of EE Forum shall;	83
2.17 SPECIAL LEAVE	84
2.17.1 OBJECTIVES.....	84
2.17.2 Study leave	84
2.17.3 Examination	85
2.17.4 Resettlement.....	85
2.17.5 Participation in sports or cultural activities	86
2.17.6 Sabbatical leave.....	86
2.17.7 Study leave for special circumstances	87
2.17.8 Attendance of classes during office hours.....	87
2.17.9 Rehabilitation	87

2.17.9.1 Substance abuse	88
2.17.9.2 Trauma	88
2.17.9.3 Mental disorders	88
2.17.10 Miscellaneous	88
2.17.11 Events for which employees will not be required to utilize leave	89
2.17.12 Events for which special leave will not be granted	89
2.18 WORKING HOURS AND WORKING ARRANGEMENTS	90
2.18.1 Knock-off time and management of leave prior to Good Friday and during Christmas and New Year's holidays.	90
2.18.2 Flexible working arrangements	90
2.19 ENQUIRIES	91
SECTION 3	92
HUMAN RESOURCES DEVELOPMENT POLICY	92
3.1. ACRONYMS AND ABBREVIATIONS	92
3.2. DEFINITIONS	93
3.3. INTRODUCTION	94
3.4. PURPOSE AND OBJECTIVES OF THE POLICY	94
3.4.1PURPOSE	94
3.4.2OBJECTIVES	94
3.5. AUTHORITY OF POLICY	95
3.6. LEGAL FRAMEWORK	95
3.7. SCOPE OF APPLICATION	95
3.8 PRINCIPLES	95
3.8 POLICY PRONOUNCEMENTS	96
3.8.1ROLES AND RESPONSIBILITIES	96

3.8.2	SKILLS AUDIT	97
3.8.3	TRAINING PLANS	97
3.8.4	SKILLS PROGRAMMES/CREDIT BEARING.....	97
3.8.5	SHORT COURSE/NON-CREDIT BEARING.....	98
3.8.5.1	COMPULSORY TRAINING PROGRAMMES.....	98
3.8.5.2	Competency Based Assessment.....	98
3.8.5.3	Compulsory Induction Programme (CIP).....	98
3.8.5.4	MANDATORY TRAINING PROGRAMMES	100
3.8.6	BURSARY.....	102
3.8.6.1	BENEFITS FOR BURSARS.....	102
3.8.6.2	CONDUCT BURSARY AWARENESS CAMPAIGNS.....	102
3.8.6.3	ADVERTISEMENT.....	103
3.8.6.4	SELECTION CRITERIA	103
3.8.6.5	BURSARY COMMITTEE	103
3.8.6.6	BURSARY CONTRACT.....	104
3.8.6.7	VALUE OF THE AWARD	104
3.8.6.8	CONTRACTUAL OBLIGATION	104
3.8.6.8.1	OBLIGATIONS OF THE BURSARY HOLDER.....	104
3.8.6.8.2	OBLIGATIONS OF THE DEPARTMENT.....	105
3.8.6.9	PARTNERSHIPS	105
3.8.6.10	SCHOLARSHIPS.....	105
3.8.6.11	SCHOLARSHIPS FOR UNEMPLOYED	106
3.8.6.12	BURSARS DATABASE	106
3.8.6.13	RECOGNITION OF IMPROVED QUALIFICATIONS (RIQ)	106
3.8.6.14	RECOGNITION OF PRIOR LEARNING (RPL).....	106

3.8.6.15	YOUTH DEVELOPMENT PROGRAMMES	107
3.8.6.15.1	INTERNSHIP PROGRAMME	107
3.8.6.15.2	RECRUITMENT OF INTERNS	107
3.8.6.15.3	CONTRACT OF EMPLOYMENT	108
3.8.6.16	LEARNERSHIP PROGRAMME.....	108
3.8.6.17	APPRENTICESHIP PROGRAMME.....	108
3.8.6.18	LEAVE OF ABSENCE	109
3.8.6.19	FUNDING	109
3.8.6.20	PERFORMANCE AGREEMENT CONTRACTS	109
3.8.6.21	MONITORING AND EVALUATION ON DEVELOPMENTAL PROGRAMMES.....	109
3.8.6.22	PRE -EMPLOYMENT VERIFICATION OF CANDIDATES' INFORMATION PRIOR TO APPOINTMENT INTO DEVELOPMENTAL PROGRAMMES.....	110
3.8.6.23	REMUNERATION FOR PERSONS APPOINTED INTO DEVELOPMENTAL PROGRAMMES.....	110
3.9	ENQUIRIES	110
SECTION 4		111
EMPLOYEE HEALTH AND WELLNESS POLICIES		111
HEALTH AND PRODUCTIVITY MANAGEMENT POLICY		111
4.1	Acronyms and Abbreviations.....	112
4.2	DEFINITIONS	113
4.3	INTRODUCTION	115
4.4	PURPOSE AND OBJECTIVES OF THE POLICY	115
4.4.1	PURPOSE	115
4.4.2	OBJECTIVES.....	115

4.5	AUTHORITY OF POLICY	115
4.6	LEGAL MANDATE	116
4.7	SCOPE OF APPLICATION	116
4.8	POLICY PRONOUNCEMENTS	117
4.8.1	ROLES AND RESPONSIBILITIES	117
4.8.2	ROLE PLAYERS IN HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME	118
4.8.3	EH&W COORDINATOR	118
4.8.4	EMPLOYEES	118
4.8.5	PROVINCIAL EH&W ADVISORY COMMITTEE	119
4.9	HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME FUNCTIONS	119
4.9.1	Communicable and non-Communicable Disease Management	119
4.9.2	Mental Health and Psychosomatic Illness Management	120
4.9.3	Occupational Health Education and Promotion	120
4.10	ENQUIRIES	121
	SAFETY, HEALTH, ENVIRONMENT, RISK AND QUALITY MANAGEMENT POLICY	122
4.11	ACRONYMS AND ABBREVIATIONS	122
4.11	DEFINITIONS	123
4.13	INTRODUCTION	124
4.13	PURPOSE AND OBJECTIVES	124
4.14	LEGISLATIVE FRAMEWORK	125
4.15	SCOPE OF APPLICATION	125
4.16	POLICY PRONOUNCEMENT	126
4.16.1	ROLES AND RESPONSIBILITIES	126

4.16.2	OCCUPATIONAL HEALTH AND SAFETY PROGRAMME ROLE PLAYERS.	127
4.16.2.1	ACCOUNTING OFFICER.....	127
4.16.2.2	SHERQ COORDINATOR.....	127
4.16.2.3	EMPLOYEES	128
4.16.2.4	OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES	128
4.16.2.5	Occupational Health and Safety Committee	128
4.16.2.6	LABOUR UNION REPRESENTATIVES.....	129
4.17	ENQUIRIES.....	129
	HIV, TB AND STI'S MANAGEMENT POLICY.....	130
4.18	Acronyms and Abbreviations	130
4.19	DEFINITIONS.....	131
4.20	INTRODUCTION	132
4.21	PURPOSE AND OBJECTIVES OF THE POLICY	132
4.21.1	PURPOSE	132
4.21.2	OBJECTIVES.....	132
4.22	AUTHORITY OF THE POLICY.....	132
4.23	LEGISLATIVE FRAMEWORK	132
4.24	SCOPE OF APPLICATION.....	133
4.25	POLICY PRONOUNCEMENTS.....	133
4.25.1	ROLES AND RESPONSIBILITIES.....	133
4.25.2	HIV, STI's AND TB MANAGEMENT PROGRAMME ROLE PLAYERS	134
4.25.2.1	The Accounting Officer	134
4.25.2.2	HIV&AIDS and TB Coordinator.....	135
4.25.2.3	Peer Educator.....	135

4.25.2.4 Employees.....	135
4.25.2.5 Labour Representatives.....	136
4.26 HIV, STI'S AND TB PROGRAMME PRINCIPLES.....	136
4.26.1 TESTING AND DISCLOSURE.....	136
4.26.2 ACCESS TO SERVICES.....	136
4.26.3 OCCUPATIONALLY ACQUIRED HIV AND AIDS.....	136
4.26.4 HIV,STI'S AND TB MANAGEMENT GOVERNANCE.....	137
4.26.5 HIV AND TB TESTING.....	137
4.26.6 STIGMA AND DISCRIMINATION.....	137
4.26.7 HEALTH PROMOTION AND EDUCATION.....	137
4.27 MONITORING AND EVALUATION.....	138
4.28 ENQUIRIES.....	138
SOCIAL CLUB POLICY.....	139
4.29 ACRONYMS AND ABBREVIATIONS.....	139
4.30 DEFINITIONS.....	140
4.31 INTRODUCTION.....	141
4.32 PURPOSE AND OBJECTIVES OF POLICY.....	141
4.32.1 PURPOSE.....	141
4.32.2 OBJECTIVES.....	141
4.33 AUTHORITY OF POLICY.....	141
4.34 LEGAL FRAMEWORK.....	141
4.35 SCOPE OF APPLICATION.....	142
4.35 POLICY PRONOUNCEMENT.....	142
4.35.1 ROLES AND RESPONSIBILITIES.....	142
4.35.2 SPORT AND RECREATIONAL CLUBS.....	144

4.35.3	BEREAVEMENT SUPPORT	144
4.35.4	RESOURCE PROVISIONING	145
4.36	MONITORING AND EVALUATION	145
4.37	ENQUIRIES	145
	SMOKING POLICY	146
4.38	Acronyms	146
4.39	INTRODUCTION	147
4.40	PURPOSE AND OBJECTIVES OF THE POLICY	147
4.40.1	Purpose	147
4.40.2	Objectives	147
4.41	AUTHORITY OF THE POLICY	147
4.42	LEGISLATIVE FRAMEWORK	148
4.43	POLICY PRONOUNCEMENTS	148
4.43.1	ROLES AND RESPONSIBILITIES	148
4.43.2	POLICY APPLICATION PROCEDURE	149
4.43.2.1	PROHIBITION	149
4.43.2.2	DESIGNATED SMOKING AREAS	150
4.43.2.3	ASSISTANCE TO SMOKERS	150
4.43.2.4	PROTECTION OF NON SMOKERS	151
4.43.2.5	DISCIPLINARY MEASURES	151
4.43.2.6	FINANCIAL IMPLICATION	151
4.44	MONITORING AND EVALUATION	151
4.45	ENQUIRIES	151
	WELLNESS MANAGEMENT POLICY	152
4.46	Acronyms and Abbreviations	152

4.47 DEFINITIONS	153
4.48 INTRODUCTION	155
4.49 PURPOSE AND OBJECTIVES OF THE POLICY	155
4.49.1 PURPOSE	155
4.49.2 OBJECTIVES.....	155
4.50 AUTHORITY OF POLICY	156
4.51 LEGISLATIVE MANDATE FOR WELLNESS MANAGEMENT WITHIN THE PUBLIC SERVICE	156
4.52 SCOPE OF APPLICATION.....	156
4.53 Policy Pronouncements	157
4.53.1 ROLE PLAYERS AND RESPONSIBILITIES	157
4.53.1.1 The Accounting Officer	158
4.53.1.2 The Wellness Coordinator	159
4.53.1.4 The Provincial EH&W Committee	159
4.53.1.5 Labour Union Representatives	160
4.53.1.6 Employee Health and Wellness Departmental Advisory Committee	160
4.54 PRINCIPLES.....	160
a) Levels of employment.	160
b) Equitable Services	160
c) Coherence of Models, Programmes and Policies	161
d) Flexibility and Adaptability	161
e) Respect for human rights and dignity	161
f) Confidentiality and Protection of employees' personal data	161
g) Gender and cultural sensitivity	161
h) Access to information and Education	161

i) Partnerships and referral	161
j) Alignment to national protocols	161
k) Voluntary Participation and Statutory obligation	162
4.55 WELLNESS MANAGEMENT PROGRAMME FUNCTIONS	162
a. PSYCHO-SOCIAL WELLNESS	162
b. ORGANIZATIONAL WELLNESS	162
c. WORK LIFE BALANCE	162
d. PHYSICAL WELLNESS	163
e) FINANCIAL IMPLICATIONS	163
f) IMPLEMENTATION	163
SECTION 5	164
LABOUR RELATIONS POLICIES	164
5.1 ACRONYMS AND ABBREVIATIONS	165
5.2 DEFINITIONS	166
5.3 INTRODUCTION	169
5.4 PURPOSE AND OBJECTIVES	169
5.4.1 PURPOSE	169
5.4.2 OBJECTIVES	169
5.5 SCOPE OF APPLICATION	170
5.6 PRINCIPLES	170
5.7 LEGISLATIVE FRAMEWORK	170
5.8 AUTHORITY OF THE POLICY	170
5.9 POLICY PRONOUNCEMENTS	171
5.9.1 ROLES AND RESPONSIBILITIES	171
5.9.2 LABOUR RELATIONS	172

5.9.2.1	Collective bargaining	172
5.9.2.2	Grievance handling.....	173
5.9.2.2	Employee participation	173
5.9.2.3	Employment equity and unfair discrimination	173
5.9.2.4	Skills development.....	174
5.9.2.5	Organizational change.....	174
5.9.2.6	Performance management and service delivery.....	174
5.9.2.7	Health and safety at workplace.....	174
5.9.3	PRECAUTIONARY SUSPENSION.....	175
5.9.3.1	Grounds for precautionary suspension.....	175
5.9.3.1	TRANSFER OR RE-ASSIGNMENT OF DUTIES	176
5.9.3.2	EMPLOYER OBLIGATIONS	176
5.9.3.3	REVIEW OF SUSPENSION	177
5.9.4	Strike management.....	177
5.9.5	Picketing	177
5.9.6	Conduct of employees	178
5.9.7	Establishment of the Provincial Strike Management Committee.....	179
5.9.7.1	Composition of the Committee	179
5.9.7.2	Role of the Committee	179
5.9.7.3	Role of Departments.....	180
5.9.7.4	Role of Head of Department	181
5.9.7.5	Role of Departmental Committee.....	181
5.9.7.6	Role of Office of the Premier	182
5.10	ENQUIRIES	182
6.	DEFAULT.....	182

7.	INCEPTION DATE.....	182
8.	REVIEW OF THE POLICY.....	182

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 continuously updated editions, which guides all the employees on the use and management of human resources. This portable edition explains concepts and other issues relating to the human resource management in simple and understandable terms.

The Limpopo Provincial Government thanks members of the staff for their comments and suggestions that continue to help sharpen many of the issues addressed in this policy manual.

B. PREFACE

This Provincial Human Resources policy manual contains guidelines for HR policies issued by the Premier and the Director-General of the Limpopo Province on matters within their power of authority.

The policies in this manual have to be read in conjunction with the Public Service Regulations. Where any provision in this manual contradicts the Public Service Act and/or Regulations, the latter shall prevail. The provisions of this manual 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.

Executive Authorities and Accounting Officers must ensure that all policies in this manual are implemented. The Office of the Premier should continue to coordinate, monitor, evaluate and provide support.

C. PREAMBLE

EAs have all those powers and duties necessary regarding the internal organization of the department concerned, including its organizational structures and establishment, the transfer of functions within that department, human resource planning, the creation and abolition of posts and provision for the employment of persons additional to the fixed establishment. It is the responsibility of each department to ensure that organizational design norms and standards on the changes to organisational structures and the approved organizational structure through the MPSA are implemented and a developed job evaluation system to assist with work organization to ensure that work of equal value is remunerated equally is implemented. The Limpopo Province is fully committed to implementing the job evaluation system as efficiently and efficiently as possible, thereby giving effect to Public Service Regulations 2016 as amended.

Employment practices shall ensure employment equity, fairness, efficiency and achievement of a representative public service. It is the responsibility of each department to ensure that recruitment and selection practices are aligned to the legislative and regulatory framework. Flexibility in addressing various challenges, which may be confined, to different departments should not compromise the integrity of the department and /or the province regarding how the recruitment and selection processes are handled.

The existing challenges should not hinder the process of attracting suitable candidates and retain appropriate employees.

Education and training is a prerequisite for improved employee performance, for career development, for organizational growth and consequently overall economic growth. Human Capital Investment Policy will ensure that relevant and quality skills acquisition initiatives, education and training are offered, and that the benefits that accrue from these are always adequately recorded to ensure that the Provincial Skills Profile is updated regularly. A policy statement ensures that all HRD initiatives are relevant, appropriate, delivered at the appropriate time, and in the most effective way.

This policy statement results from both extensive internal discussions of HRD issues in relation to the development challenges and opportunities in Limpopo, as contained in the Limpopo Province's Human Resource Development Strategy. The policy document advances the view that HRD is a vital strategy for promoting wider social and economic development: however, it emphasizes that human beings are not merely the means to such development - they are the object of all developmental activities.

The 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 through the establishment of Employee Health and Wellness Programmes (EHWP). EHWP is aimed at enhancing service delivery and quality of life for all employees in the Provincial Administration. The Health and Wellness programme entails Employee Assistance Programme (EAP), Occupational Health and Safety (OHS), HIV & Aids at the workplace and employee health and productivity management.

The Limpopo Provincial Administration subscribes to the view that conflicting interests do occur in any organisation and that this is a natural consequence of interactive processes between groups, which, while having conflicting interests, also share a mutual dependence, common interests and common goals.

D. PURPOSE

D. PURPOSE

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

E. TABLE OF CONTENT

SECTION 1: Organizational Development and Job Evaluation

SECTION 2: Human Resource Management

SECTION 3: Human Resource Development

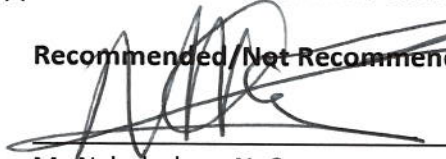
SECTION 4: Employee Health and Wellness Programmes

SECTION 5: Labour Relations

ANNEXURE A: SERVICE STANDARDS

Approval of the Provincial HRM and D Policy Manual

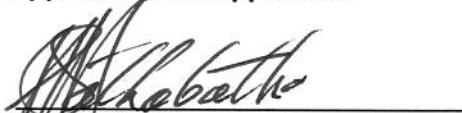
~~Recommended / Not Recommended~~



Mr Nchabeleng N. S
Director General

26/05/2021
Date

~~Approved / Not Approved:~~



Mr. Mathabatha C. S
Premier: Limpopo Provincial Government

03/06/2021
Date

SECTION 1

ORGANIZATION DEVELOPMENT AND JOB EVALUATION POLICY

1.1 ACRONYMS

Acronym	Meaning
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 MEC's
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

Acronym	Meaning
CORE	Code of Remuneration
SP	Strategic Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic 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
PSR	Public Service Regulations, 2016
OFA	Organisational Functionality Assessment
OMF	Operations Management Framework

1.2 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.
Matrix/Expert/Project structure	Centres on multiple expertise that is focused on solving a particular problem/challenge or for the provision and achievement of just in-time/shorter span projects. It is good for technical staff career opportunities.

Terms	Definition
Divisional structures	Each unit in this type of structure is responsible for the design, implementation and the delivery of specified services
Hierachical/tall structures	Means a structure which is established around functions necessary to enable the Department to render service delivery. Means t 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 orientited 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)
Hybrid structures	Means more than one organizational design is used.
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
Ad-hoc investigations	Investigations that are unplanned or un-projected
Recommended/Proposed structure/establishment	Establishment that is proposed for approval

Terms	Definition
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

1.3 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 Organizational Design and Job Evaluation policies issued by the Premier of the Limpopo Province on matters within their powers of authority.

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

The Office of the Premier will continue to coordinate, monitor and evaluate the implementation of the policy.

1.4 PURPOSE AND OBJECTIVES OF THE POLICY

1.4.1 PURPOSE

To regulate the implementation of Organisational Designs and Job evaluation systems in the Province.

1.4.2 OBJECTIVES

The objectives of the policy are:

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

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

1.5 AUTHORITY OF POLICY

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

1.6 LEGISLATIVE MANDATES AND POLICIES

- South African Constitution, 1996
- Public Service Act, 1994 as amended
- Public Service Regulations, 2016
- Public Finance Management Act, 1999 and Treasury Regulation
- Labour Relations Act, 1995
- NDP
- LDP
- Organisational Functionality Assessment (OFA)
- Operations Management Framework
- Ministerial Determinations
- Guideline on Job Evaluation
- Guideline on Job Description

1.7 SCOPE OF APPLICATION

This framework / provincial policy guideline is applicable to all Limpopo Provincial Departments.

1.8 POLICY PRONOUNCEMENT

This policy is premised on the Public Service Act and Regulations.

1.8.1 ROLES AND RESPONSIBILITY.

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 department policies.

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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

Labour Organization	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
Transversal OD& JE Directorate	- Supports 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 units in all Departments, the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis implementation of policies
Departmental OD& JE Units	Provide input during the policy formulation/ review 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
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

1.8.2 PRINCIPLES

The principles of Job Evaluation are:

- a. Professionalism
- b. Confidentiality.
- c. Fair and Objective Decision-making.
- d. Consultation

1.8.3 JOB EVALUATION REQUESTS

Departments shall consider job evaluation requests from Management, Individual employees and recognized employee organizations 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 and approved by the Head of the Branch. For SMS posts the request must be approved by the Head of Department.
- c. Requests from employee organizations, 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 employee organizations should be submitted through the HoD's office.

1.8.4 JOB EVALUATION PRESCRIBED INSTRUMENTS/ TOOLS

Departments shall use/ utilize the following prescribed tools when conducting job evaluation:

i) Signed Job descriptions

Executive Authorities shall ensure that all employees have formal job descriptions signed by both the supervisor and the supervisee.

ii) Approved Organisational structure

Executive Authorities shall 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 system to evaluate different types of jobs/posts.

iv) Pre-interview questionnaire

Pre-interview questionnaire may be required as a prerequisite prior to the job evaluation process.

1.8.5 COMPOSITION AND FUNCTIONS OF THE JOB EVALUATION COMPONENTS

1.8.5.1 COMPOSITION

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 Unit 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.

1.8.5.2 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 records of all evaluations done, i.e recommendations of the Job Evaluation Panel and minutes and
- g. Assist in the redesign of jobs.

1.8.6. DEPARTMENTAL JOB EVALUATION PANEL

1.8.6.1 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, 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.

1.8.6.2 DEPARTMENTAL JOB EVALUATION UNIT SHALL EXECUTE THE FOLLOWING FUNCTIONS:

- a. Evaluate all Middle Management Service jobs in the province;

- b. Benchmark all generic jobs within the province;
- c. Perform all functions as indicated in paragraph (a);
- d. monitor and coordinate job evaluation process as determined by the Minister of the Public Service and Administration;
- e. handle benchmarking related issues in the province;
- f. serve on the Inter-Provincial Job Evaluation Forum as well as any other Central/National Job Evaluation Committees.

1.8.7 COMPOSITION, ROLE AND FUNCTIONS OF THE CENTRAL JOB EVALUATION PANEL COMMITTEE FOR SMS (13 – 15) POSTS

1.8.7.1. COMPOSITION

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 Director General of 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 on the Panelist for the relevant period, provided the relevant employee is trained as a panel member.

The panel shall consist of:

- i) **Chairperson who is a**
Chief Directors, appointed and trained on Job Evaluation Panel training.
- ii) **Members:**
 - a) SMS members, trained and appointed on Job Evaluation Panel
 - b) at least or minimum of three members including the Chairperson

1.8.8 COMPOSITION OF JE COMMITTEE AND EVALUATION OF HOD POSTS

1.8.8.1 COMPOSITION

- 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 on JE paneling.

1.9 OTHER POLICY MEASURES

- a. The panel's recommendation must be submitted to the Executive Authority or any delegated person for approval.
- b. If the Executive Authority agrees with the recommendation of the panel regarding specific job/ post, the decision must be forwarded to Human Resources Management for implementation.
- c. The Executive Authority 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.
- d. The “**promotion**” 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 in terms of Regulation 45(1) of the PSR 2016.
- e. A post shall only be upgraded if sufficient funds, including funds in terms of the medium term expenditure framework, are available. The relevant responsibility manager must certify that funds are available.

- f. 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.
- g. 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.
- h. The salary and benefits of an employee, whose post has been downgraded, shall not be reduced.

1.2. REVIEW/ APPEAL

Any employee/ employee organizations/ management who is 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 supported by the supervisor or employee organization;
- b. Where appeals are to be considered, fair representation for the jobholder and the job analyst must be ensured;
- c. Only related information and the procedures followed when determining the grading applicable to the relevant job shall be considered;
- d. The Executive Authority shall appoint a different JE panels to consider the reviews/appeals. The appointment of JE review panel shall be determined by the level of the jobs/posts to be reviewed.

1.11. JOB EVALUATION RESULTS IMPLICATIONS

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

1.11.1. UPGRADING

- a. Where a filled post is upgraded, the Executive Authority may continue to employ the incumbent in the higher graded post/job without advertising it, provided the incumbent meets the following criteria:
 - i. Already performs the duties attached to the higher graded job/post'
 - ii. Has received a satisfactory rating in her/ his most recent performance assessment; and meets the inherent requirements of the job/post;
 - iii. Has been in the post at least 12 calendar months;
- b. The absorption of the incumbent into the higher graded job/post shall take effect on the first day of the month following the month of approval by the Executive Authority;
- c. The commencing salary shall be set at the minimum notch of the higher salary level or at such salary that he/she received prior to the re-grading, whichever is the higher grading;
- d. The Executive Authority shall ensure sufficient budgeted funds including funds allocated within the MTEF period to fund upgrading.
- e. If an incumbent/ employee is not continued to be employed in the upgraded post as provided for above or if funds are not available, the Executive Authority shall consider:
 - i. Re-designing the job to equate with the job grade; or
 - ii. Transfer the incumbent to another suitable post of an equivalent grade to the post that he/she occupied before it was re-graded.

1.11.2. DOWNGRADING

If the job weights demonstrate that a filled post is over graded, an Executive Authority shall:

- a. Re-design the job to equate with the grade of the post before it was re-graded;
- b. Reduce the grade of the post in line with the job weight and transfer the incumbent to another suitable post that he/she occupied before it was re-graded

1.11.3. TRANSFERS

Any transfer of the employee in terms of the upgrading or downgrading shall:

- a. Not alter the place of work of the employee without his/her consent
- 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

1.11.4. JOBS /POSTS RETAINING THE SAME LEVEL

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

1.11.5. RE-ORGANISATION

Upgrading /downgrading may in some instances require re-organization of a component or a unit.

1.12. ROLES OF THE JOB EVALUATION REVIEW PANEL

- a. The Job Evaluation Review Panel is responsible for quality assurance in the paneling process by the 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 panel will review the results from the 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).

1.12.1 FUNCTIONS OF THE JE REVIEW 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 with regard to recommendations on grading.
- e. Point out possible implications, should the recommendations on grading be implemented.

1.13. 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.

1.14. ORGANISATIONAL DESIGN

1.14.1. WHAT IS ORGANIZATION DESIGN

- a. How work or tasks are homogeneously grouped, and allocated, to standardize work or to create specialized functions;
- b. Organization structure defines positions in the organization and the relationship between these positions. It defines the locus of decision-making and authority in organizations;
- c. Organization structure creates a framework for order and for the coordination of the myriad of tasks that are carried out;
- d. It assists managers to plan, organize, direct and control the activities in the organization;
- e. In simple terms, organization design is the process of structuring or restructuring an organization.

1.14.2 WHAT TRIGGERS / INFORMS ORGANISATIONAL DESIGN IN DEPARTMENTS

- a. Amended mandate or change to the strategic focus of the department
- b. Splitting of Departments;
- c. Transferring of functions;
- d. Establishment and or abolition of Departments and Government components;
- e. Executive Decision;
- f. Performance improvement
- g. **Structuring based on amended mandate or change to the strategic focus i.e. based on 3- 5 year strategic review processes.**

- h. **Organizational structuring** based on a macro-organization of the state, as may be determined by the President.
- i. **Adverse findings of an organizational functionality assessment (OFA) and organizational performance improvement processes.**

1.14.3 OUTPUTS/DELIVERABLES OF ORGANISATIONAL DESIGN

- a. The services delivered by the public sector organization must contribute to the common goal, delivering value to its shareholders and the citizens.
- b. A government department is able to implement its strategic priorities. For a government department to deliver on its mandate and on the priorities set, it should:
 - 1. have an effective structure that is aligned with the strategic plan of the Department;
 - 2. have an effective organization structure necessary for effective service delivery;
 - 3. Assist in efficiency and in the optimal utilization of resources;
 - 4. Boost/ influence the morale, energy and enthusiasm of the employees;
 - 5. Assist in fostering the appropriate organizational culture for delivering the mandate and strategic priorities.
 - 6. Provides individuals with a clear definition of their roles;
 - 7. Helps individuals and teams to organize their work and achieve their goals;
 - 8. Provides individuals with clarity on decision-making structures and processes;
 - 9. Directs individual towards the kind of behavior expected of them in the organization.

1.14.4 ORGANISATIONAL DESIGN APPROACH

- a. Organizational design shall be dynamic as it has to respond to ever changing needs related to service delivery.
- b. Full review of the structure shall be aligned with Strategic planning and MTEF cycle and shall not automatically lead to restructuring but only align the strategic plan with the existing structure. ("Structure follows strategy");
- c. Organisational structure shall:
 - i. serve as a means to achieve set objectives necessary for service delivery;
 - ii. strive to promote inter-governmental relations and co-operative governance;
 - iii. strive to address 'SILO' (un-coordinated functions) culture/mentality;
 - iv. form part of the broader HR management framework; and
 - v. strive to address organisational needs instead of individual needs.

1.14.5 STAKEHOLDER, ROLES AND RESPONSIBILITIES IN ORGANIZATIONAL DESIGN

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

Stakeholder	Roles and Responsibilities
MPSA	• Establish norms and standards and issues directives on restructuring. • May in consultation with the Premier, make a determination on the:- - allocation of any function to a department; - abolition of a function; - transfer of a function from one department/body to any other department/body; • Make comments and recommendations on the proposed changes of the organisation structure, on mandatory posts, i.e. post levels 9 - 16.
Premier	• May in consultation with the MPSA, make a determination on the:- - allocation of any function to a department; - abolition of a function in any department; - transfer of a function from one department/body to any other department/body; - Merge / separate any functions / departments in the Provincial Administration. • Establishment of new public entity or agency. • Make comments and recommendations on the proposed changes of the organisation structure.

Stakeholder	Roles and Responsibilities
Executive Authority	• May in consultation with the Premier/ MPSA, make a determination on the:- - Determines the department's organisational structure based on the strategic plan. - Establish new public entity or agency. • Transfer of functions between components/units. • Confirm that he/she requires the post to meet the department's objectives. • Define posts needed to carry out functions. • Final determination and implementation of organisation structure and staff establishment. • Approvals of organisational structures and initial or append signature on each page of the structure for authenticity purposes.
HoD	• Carry out organisation structuring functions under delegated authority from the EA. • Determine critical milestones during structural diagnostic and design phase. • Submit proposed structure and business case to the EA. • Consult the EA to obtain his/her strategic and political perspective and commitment, buy-in and support. • Ensure the carrying out of functions on the organisation structure within delegated authority. • Accountable for ensuring that the organisational structure is funded in the current budget and within MTEF. • Apply working methods such as the re-allocation, simplification and co-ordination of work, and eliminate unnecessary functions. • Consult and seek written authority/consent if intending to establish a new function.

Stakeholder	Roles and Responsibilities
	Initial or append signature on each page of the structure for authenticity purposes.
CFO	- Ensure that the changes as approved are captured and appropriate abolishment of the old structure. - Ensure adherence to appropriate financial management processes/procedures in order to meet the requirements of PFMA and the implementation process. - Continual financial monitoring and integration of the structure and compensation of employees. - Integration of the structure with financial management planning. - Ensure that the proposed structure complies with the MTEF requirements. - Involved in budget planning and in the prioritization of posts to be filled in terms of the MTEF period. - Prepare a detailed financial impact assessment for the proposed structure. - Link the approved structure/computerised spreadsheet with the PERSAL system.
Management	- Provide comments, inputs and ideas on the proposed changes. - Provide strategies and managerial perspective to the proposed changes. - Provide commitment and support to the process.
Organized Labour	Provide inputs to the organizational structure

Stakeholder	Roles and Responsibilities
	• Consult relevant stakeholders during the diagnostic phase of restructuring for their inputs, comments and views to ensure provision of correct information, ownership of the end-product and suggestions. • Analyse and advise on the impact of the organisational structure if service delivery is likely to be affected. • Ensure effective management of the design process and its associated review points. • Promote the fundamental principles of organisational design. • Review and restructure the department focusing on organisational development holistic approach and principles. • Define a framework of holistic transformation for structure review and implementation. • Design models/templates for organizational structures that will address identified service delivery model (e.g. flat, matrix/expert, hierarchical, functional, geographical, process (value chain)). • Develop and design structures that will enable the department to achieve on identified strategic objectives. • Design an organisational structure that will contribute to high performance and enable employees to contribute to their full potential, talents, skills, ideas, creativity and energy. • Ensure the merger of the core principles, i.e. strategy, process, people behaviour and service delivery optimisation during restructuring. • Integrate and ensure continuous alignment and improvement of processes into the organisational structure.
Other government departments	Provide bench-marking on best organisational design practices.
Office of the Premier (Transversal OD)	Quality assure all departmental organisational structures for consultation with the MPSA.

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

1.14.7 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 Treasury, the OTP would then further submit the proposed changes to the MPSA on behalf of the provincial department.

- c. The provincial department/EA's shall then be notified of the consultation with the MPSA on changes that have been made on the organizational structure for his/her comments as mandated in terms of the MPSA Directive on organizational structures by Departments. In terms of the Directive, "the EA shall consult with the MPSA on all changes to the organizational structures affecting all units/posts from salary level 9-16.
- d. 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 Head of the Internal Audit, 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 job evaluation outcomes (from level 9 -16) and the recommendation of the panel on the newly created and redesigned posts; and
 - x. Staff establishment implications as a result of changes.
- e. 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.
- f. The approved and signed structure from the EA shall be submitted to the OTP and MPSA for record keeping.

- g. EA's shall inform the MPSA in writing and provide reasons why he/she can't implement the advice of the MPSA.

1.14.8 DELEGATION

The authority to approve the reviewed organizational structure rests with the EA.

1.14.9 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 organizational structures and implementation of the approved organizational 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 organizational structures.

1.15 ENQUIRIES

Enquiries regarding this policy must be directed to OD unit in the office of the Premier.

SECTION 2

HUMAN RESOURCES MANAGEMENT POLICY

2.1 ACRONYMS AND ABBREVIATIONS

AO	Accounting Officer
CCMA	Commission for Conciliation, Mediation and Arbitration
CFO	Chief Financial Officer
CORE	Code of Remuneration
DG	Director General
DPSA	Department of Public Service and Administration
EA	Executive Authority
EE	Employment Equity
EHWP	Employee Health and Wellness Programme
HOD	Head of Department
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
MEC	Member of the Executive Council
MPSA	Minister for Public Service and Administration
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NSG	National School of Government
OSD	Occupation Specific Dispensation determined by Minister
PERSAL	Public Service Salary Payment System
PFMA	Public Finance Management Act
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

2.2 DEFINITIONS

“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;

“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-

- a) 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;
- b) 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;
- c) where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and

- d) in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees;

"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" means as defined in terms of the Employment Equity Act, 1998 (Act No. 55 of 1998);

"Development" means to purposefully engage in the increase of an employee's competence;

"Director-General" means the Director-General of Limpopo Provincial Administration;

"Disabled person" means a person suffering from leaving with a physical intellectual and or sensory impairment, medical condition or mental illness, which may be permanent or transitory in nature;

"Dispute" includes an alleged dispute;

"Dwelling" means –

- 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.
- b) In relation to being erected, if an employee erects a dwelling on the date upon which:-
 - i. The financial institution from which the building loan was obtained, releases the funds; or
 - ii. Building activities are commenced where the financing is not supplied by an institution, and
- c) Not in relation regarded as being sold or purchased for as long as it is rented or leased.

"Employee" means 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 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"—

- a) in relation to a national department, means the Cabinet member who is accountable to Parliament for that department;
- 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;
- 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
- d) 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;

"Family member", means 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;

"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" means the monetary value of the following expenses, incurred where applicable, by the Department during the period of the employee's secondment:

- a) The basic salary plus conditions of service paid by the Department to the employee.
- b) The monetary value of any annual leave that the employee is entitled to during the period of his or her secondment.
- c) The State's contributions in respect of the employee to a pension or similar fund.
- d) The State's contributions in respect of the employee to a medical aid scheme.
- e) 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.

"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;

"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" means-

- a) any department of state or administration in the national, provincial or local;
- b) any other functionary or institution- sphere of government; or exercising a power or performing a function in terms of the Constitution or;
- 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.

"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" means—

- (a) the Office of a Premier listed in Schedule 1 to the Public Service Act, 1994;
- (b) a provincial department listed in Schedule 2 to the Public Service Act, 1994;

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 centre.

"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

"Screening/profiling" means checking of all applications if they meet the requirements as stated in the advert;

"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

"Workplace" means any place where employees work.

2.3 INTRODUCTION

The Office of the Premier is responsible for the creation of ideal environment for provision of human resource management service, in line with obtainable legislation and or prescripts.

The Provincial Human Resources policy contains guidelines for HR policies issued by the Premier of the Limpopo Provincial Government on matters within his/her power of authority.

The policy has to be read in conjunction with the Public Service Regulations. 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.

Executive Authorities must ensure that all policies in this policy are implemented as it is. The Office of the Premier shall continue to coordinate, monitor, evaluate and provide support.

2.4 PURPOSE AND OBJECTIVES

2.4.1 PURPOSE

The purposes of the policy are to regulate the provision of human resource management service in the Limpopo Provincial Government.

2.4.2 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 regulate 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 official - Refer latter
- g) To regulate the performance of overtime duty and the condition under which remunerative overtime should be performed; and regulate 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 regulate 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.

2.5 AUTHORITY OF POLICY

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

2.6 LEGAL FRAMEWORK

- a) The Constitution of the Republic of South Africa, 1996
- b) The Public Service Act, 1994, (Proclamation 103 of 1994)
- c) The Public Service Regulations, 2016
- 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)
- 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 DPSA)
- o) Ministerial Directives and the SMS Handbook
- p) Executive Protocol, 2013
- q) CORE

2.7 SCOPE OF APPLICATION.

The Human Resource Policy applicable to all Departments within the Limpopo Provincial Government 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 and any other directive or circular issued by the Minister of Public Service and Administration.

2.8 ROLES AND RESPONSIBILITY.

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 department policies.

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Premier	Might direct that certain policies be formulated or drafted.	Approve policies relevant to the Province 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
Accounting Officer	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

Executive Management/ Senior Management	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
Labour Organization	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
Transversal HR Directorate	-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
Departmental HR Units Directorate	Provide input during the policy formulation/Review 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
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

2.9 PRINCIPLES

HR Policies shall be guided by the following principles:

- a) Equity
- b) Objectivity and fairness
- c) Transparency
- d) Ethical Considerations
- e) Effectiveness and Efficiency
- f) Representatively

2.10 RECRUITMENT, SELECTION & APPOINTMENTS

2.10.1 PRONOUNCEMENTS

2.10.1.1. Advertisement of Posts

Basic Information for an advertisement should include:

- i. Name, and reference number of the post
- ii. remuneration/package
- iii. requirement and duties of the post
- iv. Centre where the post is located
- v. Closing date & Time
- vi. Address to which applications are to be submitted or posted
- vii. Enquiries (that is, contact person concerning the advertisement)

2.10.1.2 Administration of Applications

- i. Registry shall receive; stamp and record applications for advertised posts and submit to HR in line with records management prescripts.
- ii. Applications received after the closing date of the advertisement should be recorded on a separate schedule at the Registry.
- iii. Posted application/s received within five working days will be considered provided they were posted on or before the closing date.

2.10.1.3 Selection

- a. Only candidates who have applied and are on record of applicants for the advertised posts shall be considered for shortlist.
- b. Where more than one post was advertised, an applicant for another post cannot be considered for any other post for which an application was not lodged.
- c. Shortlisted candidates must meet the inherent requirements of the posts and required documents must be attached to the signed application/s. Failure to do so will result in the application/s being disqualified. Required documents attached to the signed application
- d. Reference checks should be conducted on shortlisted candidates before interviews.
- e. Employment Equity Plan of the Department should be presented to the selection committee by HR/EE representative (A representative from the Employment Equity unit/ or forum should form part of the selection Committee).
- f. A representative from organised Labour should form part of the selection Committee as observers (one representative from each organised labour).
- g. The selection committee should remain unchanged throughout the recruitment processes, to ensure consistency.
- h. Every selection committee member must sign a declaration/pledge of interest before each short listing and interview, stating that he/she has no interest in any of the shortlisted/interviewed applicants and will comply with the confidentiality pledge.
- i. Discussions and decisions must be treated as highly confidential. If any member of the selection panel makes himself or herself guilty of breaching such confidentiality, the Department will apply measures as set out in the disciplinary code.

2.10.1.4 Screening

HR should screen all applications received and compile a schedule of applications that meets the requirements of the advert.

2.10.1.5 Selection Committee

- a) The chair of the selection committee should be appointed in line with Regulation 67(a) and (b)

- b) A selection committee must consist of individuals who are conversant with the relevant field.
- c) HRM component is responsible for logistical arrangements of the interviews and will also provide secretarial service and advice to the Selection Committee.
- d) A maximum of seven (7) applicants per posts can be shortlisted.
- e) Labour Organisations shall form part of the selection committee as observers in the recruitment process only for level 1 to 12 posts.

2.10.1.6 Interview

- a) An interview should be structured for the purpose of consistency.
- b) Candidates for same post, shall be subjected to same selection instrument or techniques.
- c) A record of the interview proceedings shall be kept so that in case of any dispute, records can be available for reference.
- d) A selection committee shall make recommendations of a candidates who is to be appointed at the end of the interview session.
- e) The secretariat shall record the recommendation of the selection committee.

2.10.1.7 Personnel Suitability checks and qualification verification

- a) Only shortlisted candidates should undergo vetting.
- b) All shortlisted candidates are required to submit original certificates of their academic and professional qualifications, service certificates, proof of SA citizenship, valid work permit or permanent residency, professional registration.
- c) All qualifications must be verified with the South African Qualifications Agency (SAQA) or any accredited service provider.

2.10.1.8 Competency assessment

The results of Assessment will form part of the recommendation and may also be used for developmental purpose. However, the results of the competency assessment should be used in conjunction with other recruitment practices.

2.10.1.9 Appointment

- a) HRM must ensure at all times that the recommendations of the selection committee are in compliance with the advertisement and applicable prescripts to avoid unnecessary disputes premised on unfair labour practices.
- b) The EA or delegated authority shall consider the results of personnel suitability checks, criminal record and qualification verification before granting approval to appoint.
- c) Communication on offer of appointment can only be communicated to the successful candidate after written approval has been obtained.
- d) Unsuccessful candidates shall be informed in writing in terms of Section 5(1) and 5 (2), of Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000).
- e) A successful candidate shall be issued with a written offer of appointment (attached an acceptance or decline letter), stipulating the appointment date, commencement salary, terms and conditions of employment including all service benefits accruing to the employees offered by the public service.
- f) All newly appointed employees shall be appointed at the minimum notch of a salary range.

2.10.1.1 Movement of Employees

- i. **Internal mobility** - (Rotating employees on the same level) may be used to place an employee to enhance organisational effectiveness and /or multi-skilling of employees.
- ii. **Head Hunting** – Written approval must be obtained prior to embarking on a process of head-hunting
- iii. **Secondment** - An employee/ SMS member may be seconded or transferred (directed in terms of section 32 of the Public Service Act) to perform a specific function/s in another municipality or any other organ of state. This shall be done in writing and formally approved by the relevant authority.

2.11 TRANSFER

Funded vacant posts in departments may be filled through transfers, within and across Departments on the same level in order to enhance the organisational effectiveness, multi-skilling and/or career enhancement of employees.

A transfer may either be employee initiated or employer initiated and must be mutual consensual from all parties.

2.11.1 GENERAL CONDITIONS FOR TRANSFER

2.11.1.1 Employer, Cross and Interdepartmental Initiated Transfer

- a) Requests shall be done through Human Resource Components.
- b) The vacant funded post must be identified before any transfer can be effected.
- c) An employee must be transferred to an equivalent post.
- d) The salary level of the employee shall not be reduced upon transfer unless he/she has consented to the reduction
- e) Approval of the transfer should be obtained before a transfer can take place.
- f) The costs of the transfer will be borne by the employer.
- g) The employee shall meet the inherent requirements of the post.
- h) Personnel suitability checks should be conducted before approval is granted.
- i) The employer shall consult the employee.
- j) *The employee has to consents/agree or disagree with the transfer.*

2.11.1.2 Employee, Cross and Interdepartmental Initiated Transfer

- a) Requests shall be submitted to the Human Resource components through the line manager.
- b) The receiving department/components shall be consulted on the transfer.
- c) The funded vacant post must be identified before any transfer can be effected.
- d) The salary level of the applicant must be equivalent to that of the post.
- e) Approval of the transfer should be obtained before a transfer can take place.
- f) One calendar month notice should be served by the employee before transfer.
- g) Transfer shall take effect on the first day of the month following the month in which approval was granted by the Approving Authority.
- h) It is the responsibility of HR and the line manager to ensure that the transferred employee is appearing in the directorate's payroll.

- i) The costs of the transfer will be borne by the employee.
- j) The employee shall meet the inherent requirements of the post.
- k) Personnel suitability checks should be conducted before approval is granted.
- l) Transfer from other organ of state shall be done with the retention of benefits and conditions in terms of section 15 of the Public Service Act 1994, as amended.

2.12.1.3 Circumstances under Which a Transfer Is Effected

- a) Initiated by the employees
- b) Initiated by the employer
- c) Proper placement
- d) On transfer of functions between departments
- e) On account of promotion/demotion
- f) In the Public interest
- g) On account of changes in organizational structure/operational requirements
- h) On account of Employment Equity/affirmative action
- i) On account of collective agreements
- j) The receiving department should confirm the date of assumption of duty of the employee.
- k) The relinquishing department should attend to the transfer processes of files and payment of salaries upon such confirmation.

2.12 SECONDMENT OF EMPLOYEES

2.12.1 CONDITIONS OF SECONDMENT OF STAFF

- a) The secondment of employees will be processed in line with Regulation 62 of the Public Service Regulations of 2016.

2.12.1.4 Relationship between the Employee and the Department

- a) The employee remains subject to the employment conditions and is entitled to the conditions of service that apply to employees in the Department and the Public Service.
- b) The measure in above in the case of secondments to workplaces outside the RSA, be applied in conjunction with the domestic laws of the relevant host country. Any implications of such laws on the seconded employee's conditions of employment and conditions of service should form part of the secondment arrangement with the employee (paragraph 10.5.3(h) below) and the department, organ of state, other government or any other body (paragraph 10.5.3(g) below). If the legislation interferes with an existing right or service condition of an employee, the necessary sanction for the deviation must be obtained beforehand from the appropriate authority.
- c) The employee continues to occupy his or her post on the establishment of the Department during the period of the secondment, except if operational needs dictate otherwise, in which case the Department may subject to the applicable prescripts, employ the employee in another post or additional to the establishment.
- d) The Department must during the secondment maintain on a regular basis contact with the employee to ensure the proper monitoring of the secondment arrangements as well as to keep the employee abreast of departmental and other developments concerning his or her employment.
- e) The maintenance of the career incidents and secondment conditions of the employee remains the responsibility of the Department.
- f) No acting allowance will be paid to the employee/person acting in the post/s.

2.12.1.5 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.

2.12.1.6 Premature termination of secondment

The employee's secondment may be terminated-

- a) due to inefficiency or misconduct on the part of the employee;
- b) due to a change in the operational needs of the recipient Department, organ of state, other government or any other body or the Department; or
- c) due to the personal circumstances of the employee.
- d) A decision to terminate a secondment in the circumstances referred above should be taken jointly by the Department and the recipient Department, organ of state, other government or any other body.

2.12.1.7 Contractual obligations

- a) The services rendered by the employee during the period of secondment shall be deemed actual services for purposes of redeeming any contractual obligations in terms of which the employee is required to remain in the service of either the Department or the Public Service.
- b) 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, the employee must enter into an agreement to this effect prior to the commencement of his or her secondment. Such an obligation to be continued employment may only be for a period not exceeding the period of the secondment.
- c) In the case of an employee not complying with the requirement to continue employment, he or she may be required to repay the sending Department an amount equal to the additional conditions of service (i.e. those conditions of service that relate directly to the secondment) that he or she received during the period of secondment, reduced proportionally by the period he or she has served after expiry of the secondment.

- d) The measures in (a) and (b) supra only in cases of voluntary resignation and dismissals related to misconduct and incapacity (excluding incapacity due to ill – health or injury on duty).

2.12.1.8 Secondment agreement with the recipient department, organ of state, other government or any other body.

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.

2.12.1.9 Secondment agreement with the employee

The secondment of an employee must be effected by means of a written agreement between the sending Department and the employee.

2.12.1.10 Personnel suitability checks

An employee must before and after his or her secondment be subjected to Personnel suitability checks and counseling depending on the nature of the job/posts.

2.12.1.11 Training on diplomatic protocol

An employee must, in the case of secondment to another country or to a multilateral organization, receive training on diplomatic protocol prior to his or her secondment.

2.12.1.12 Secondment of employees to multilateral organisation

The issue of secondment of employees to multilateral organizations should be dealt in line with the Directive on National Policy on the Secondment of South African Public Service Employees (principles).

2.12.1.13 Rationale for the secondment of employees to multilateral organizations

- a) South Africa plays a prominent role in the operations of most multilateral organizations, especially in regard to the objectives of the New Partnership for Africa's development (NEPAD) and African Union (AU). South Africa is also often an important financial contributor from the African continent to these organizations.
- b) It will be to the RSA's benefit if South African Public Service employees participate in the administrations of multilateral organizations. One mechanism to facilitate their participation is to second suitable RSA Public Service employees to perform duties at these organizations.

2.12 RETENTION

- a) The retention of employees shall not be automatic and will be at the discretion of the Executive Authority as aligned to the approved HR Delegations.
- b) Retention should also be aligned to Performance Management and Service Delivery imperative.
- c) Retention of employees should be in line with the EE Plan and HR Plan of the Department as well as Commitment to all Batho Pele Principles.
- d) Personal Attributes should be considered (e.g. Team work, Job knowledge /Job specific skills, Attitude, Initiative and Innovative and problem solving).

2.12.1 ROLES AND RESPONSIBILITIES

Accounting Officer

- a) To provide support to the HR component with the implementation of the retention measures.
- b) To oversee, guide, direct and lead to ensure that the department objectives are achieved.

Head of Corporate Services

- a) To monitor and evaluate the implementation of retention measures and the impact against the vacancy rate.
- b) To ensure consistency in implementing retention measures within the Department.

2.12.3 CRITERIA FOR RETENTION OF EMPLOYEES

In order for retention to be applied consistently across the Departments, employees must comply with the following criteria:

- a) All requests should be initiated by the line manager and supported by the Head of the Branch before submitting to Human Resources Unit/Component.
- b) Human Resources Component/unit should process the request for approval by the Accounting Officer or relevant Executive Authority.

- c) The setting of a higher salary in order to retain an employee should be dealt with in terms of Regulation 44 (1) – (4) of the PSR 2016.
- d) All requests for the retention of employees or potential employees must be subject to written confirmation of availability of funds to address the additional expenditure that will be incurred.
- e) The retention of employees or possible employees should be considered on the basis of competency, skills, knowledge of the employee and a consistent level of high performance in the department for existing employees.
- f) In a case where retention is required for an employee who has attained the compulsory retirement age, such retention shall be approved by the Executive Authority for a fixed term contract with the Department not exceeding twelve (12) consecutive calendar months. Reference.....

2.13 RESETTLEMENT

2.13.1 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 Hand Book.

2.13.2 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:

2.13.2.1 Travel and Subsistence

The employer will 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. The visit is restricted to 2 night's accommodation at the new headquarters; and
- b) The move of the employee and his/her immediate family to the new place of work. If the family moves after the employee, the cost of the travel for the immediate family may be claimed, if the claim is within a calendar year of the date of transfer of the official. This is to allow for cases where the employee's child/ren is/are required to complete schooling in that particular year at the previous place of work.
- c) All travel will be dealt with in terms of the Subsistence and Travel policy/directives.

2.13.3 Transportation and storage of household and personal effects

- a) The employer, within available financial resources, meets reasonable actual costs of transportation to the new permanent 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, motor cycle 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.

2.13.4 Interim Accommodation

- a) The employer shall meet reasonable actual costs for interim accommodation in rented furnished or unfurnished accommodation 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.

2.13.5 Additional costs associated with employer initiated transfers

2.13.5.1 *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.

2.13.5.2 *New School Books, Uniforms and related costs*

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.

2.13.5.3 *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 on condition that the employee has resettled. The employee should submit proof that he/she has resettled within 3 months

2.13.5.4 *Death*

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.

2.13.5.5 Privileges for new appointees

- (a) The Accounting Officer may approve that reasonable actual costs of relocation of a newly appointed public servant to her or his place of work be paid.
- (b) These expenditures may include reasonable actual costs of:
 - (i) travel by the employee and her or his immediate family,
 - (ii) interim accommodation for one month and
 - (iii) transport, insurance and one month's storage for personal and household goods.

2.13.6 CONDITIONS

The employee must agree in writing to repay in full the Department's expenditure for relocation, and resettlement if he/she apply for transfer (employee initiated), if he/she leaves the public service through resignation or discharge in less than twelve months after the date of transfer.

2.14 OVERTIME

2.14.1 AUTHORIZED REMUNERATIVE OVERTIME WORK

- a) For overtime work to be regarded as remunerative, the EA or the delegated official must have authorised the overtime in advance, unless it is an emergency overtime for which approval could not be granted in advance in which case a deviation should be applied for, within **five (5) working days** after the performance of the emergency overtime. Such approval shall be based on merit.
- b) When considering overtime work, the EA or the delegated official must take into account the following factors:
 - i. Circumstances that necessitated 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.
- c) 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
- d) If the employee was on authorized standby duty, the time spent on the journey counts as overtime work.

2.14.2 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.

2.14.3 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.

2.14.4 PROCEDURE TO OBTAIN APPROVAL FOR PAID OVERTIME

- a) The responsible manager should draft a submission requesting approval from the Accounting Officer or delegate through Human Resources.
- b) If the period of overtime falls in two financial years, approval should be obtained separately for each financial year.
- c) In order to improve control, the responsibility managers must estimate beforehand the number of hour's overtime duty to be performed each day and set the maximum hours of overtime allowed.
- d) Human Resource Management Unit must communicate the approval for overtime payment with Finance section.

2.14.5 CONTROL OF REMUNERATIVE OVERTIME WORK

In order to exercise proper control on remunerative overtime work, the supervisor must -

- a) Minimize overtime work and take the departmental budget into account.
- b) Ensure that there are adequate supervision and control measures at all times during the performance of remunerative overtime work in order to ensure high productivity;

- c) Review the authorization for overtime when the employee reaches the time frame or limit of overtime in order to avoid exceeding the amount or time allocated;
- d) Postpone overtime work for trifling periods;
- e) Ensure that overtime remuneration is cost-effective;
- f) Financial management unit must keep records of all overtime work;
- g) Keep and monitor an attendance register and ensures that all employees and the supervisor duly sign;
- h) Make funds available to finance the expenditure that will be incurred as a result of the approval of remunerative overtime work;
- i) Ensure that employees are not employed on overtime work to such an extent that the overtime work adversely affects the quantity and quality of work employees perform during normal working hours; and
- j) Clearly motivate reasons for remunerative overtime work.
- k) The calculation of remunerative overtime work must be done in terms of the Determination on Overtime.
- l) Financial management must quarterly provide the Accounting Officer with information regarding the number of hours for authorized overtime work employees have performed and expenditure involved.
- m) Employees in the Senior Management Services (SMS) do not qualify for overtime as prescribed in regulation 49 (1) of the PSR, 2016, and SMS Handbook, 2003.

2.15 HUMAN RESOURCE PLANNING

2.15.1 DEVELOPMENT OF HUMAN RESOURCE PLANS

The objective of developing the HR plan is to enable the department to meet the human resource (HR) needs resulting from the strategic plan.

- a) Human resource planning is essential in order to ensure that an organization's human resources are capable of meeting its operational objectives.
- b) Human resource planning shall enable the departments to:
 - i. Obtain the quality and quantity of staff it requires,
 - ii. Make the optimum use of its human resources,
 - iii. Be able to anticipate and manage surpluses and shortages of staff, and
 - iv. Develop a multi-skilled, representative and flexible workforce, which enables the organization to adapt rapidly to a changing operational environment."
- c) HR plan must be seen as an implementation plan that will facilitate the achievement of the departmental strategic objectives by ensuring that suitably qualified incumbents are available to meet these demands.

- d) The HR plan must be monitored, evaluated and reported upon against the implementation plans developed at departmental level.

2.15.2 HR PLANNING IN CONTEXT

- a) HR planning shall be central to and in support of all the strategic planning in the departments and should focus on the following steps:
 - i. Departmental strategic planning with the objective of identifying key priorities;
 - ii. Cluster-level objectives;
 - iii. Programme planning; and
 - iv. Monitoring, evaluation and reporting.
- b) HR planning shall be utilised to align a department's workforce with the department's priorities, and the department's vision, mission, strategic plan and budgetary resources.
- c) HR planning shall involve the identification of both current and future human resource needs, as well as potential challenges in order for the department to consistently achieve its organizational objectives.
- d) HR planning shall link with high-level strategy and action-orientated implementation.

2.15.3 HR PLANNING PRINCIPLES

2.15.3.1 Focus of plans

- a) HR plans shall consider strategic HR planning priorities as reflected in the Human Resource Planning Strategic Framework for the Public Service.
- b) Departments' strategies shall include action plans for recruitment, retention and training strategies
- c) Identification, analysis of skills and competencies, communication and participation.
- d) Develop and maintain capability to support customised strategic interventions.

2.15.3.2 Principle

A strategic approach to human resource planning is adopted as the following steps:

- a) Identification and analysis of skills and competency gaps
- b) Customised strategic intervention
- c) Develop and maintain capability

d) Monitor and evaluate

2.15.3.3. Ensure that management sets the overall direction and goals of human resource planning

Executive and senior management should be clearly and personally involved in strategic human resource planning.

2.15.3.4 Involve employees and other stakeholders in developing and implementing current and future human resource strategies

Department managers, supervisors, employees, organised labour and other stakeholders need to work together to ensure that the entire department understands the need for and benefits of actions described in the strategic human resource plan so that the department can develop clear and transparent policies and procedures to implement the planned human resource strategies.

2.15.3.5 Establish a communication strategy to create shared expectations, promote transparency, and report progress

Development of communication strategy is crucial in each department, where a full range of stakeholders and interested parties are concerned not only with the human resource and programmatic results that will be achieved by a plan, but also with the processes that are to be used to achieve those results.

2.15.3.6 Clarify and understand roles and responsibilities

Successful human resource planning is dependent on a commitment from top management and leadership to lead the planning process so as to ensure that HR plans are aligned with strategic objectives.

2.15.4 THE ROLE OF STAKEHOLDERS IN HR PLANNING

2.15.4.1 The role of the human resources component is to:

- a) Support senior management and line managers in implementing the HR Plan.
- b) Coordinate the development of the HR Plan.
- c) act as strategic partner, advisor, as well as consolidate inputs and monitor compliance thereof.
- d) work to increase employee contributions, that is, employees' commitment to the organisation and their ability to deliver results,
- e) ensure human resource policies, practices and processes are aligned and support the achievement of the vision, organisational principles, values and commitment to employees,

- f) provide targeted, timely and cost-effective tools, processes and services to help meet departmental business objectives, and assist managers to:
- do an environmental scan of current operations,
 - provide data on current and future staffing trends,
 - identify competencies needed for critical job classes,
 - determine gaps between current staff and future needs,
 - determine needed training and development of current staff to meet future needs,
 - develop recruitment strategies, if necessary,
 - develop workforce planning strategies, e.g. succession planning,
 - develop a timetable for implementation of identified workforce planning action steps.
 - Management will partner with human resources to ensure that human resource plans are aligned to meeting the business needs of the organisation.

2.15.4.2 The role of management is to:

- a) Plan, provide and allocate resources to align with government-wide and departmental strategic direction;
- b) Give strategic direction;
- c) To ensure that the HR Plan is implemented and monitored; and
- d) To ensure that there is a departmental HR Committee, comprised of HRD, EHWP, PMDS, OD/JE, Labour unions, Labour Relations, HRM, strategic planning, EE Representatives, Core function/s representative, Budget/Finance section representative, Policy and research unit representative.

2.15.4.3 The role of line managers is to:

- a) To provide information during the planning stages;
- b) Ensure that the HR Plan is implemented; and
- c) Assist with monitoring and implementation of the HR Plan.

2.15.5 FORMAT OF THE HR PLAN

- a) The format/templates to be used are prescribed by the MPSA in the Human Resource Planning Strategic Framework for the Public Service.

- b) The format is a minimum mandatory format and cannot be changed without prior approval of the Director- General: DPSA.

2.15. 6 CONDITIONS FOR ADJUSTMENT OF MTEF HR PLAN

- a) Changes to the action plan – if one or two mandates have changed or the Department introduces new strategies, an amended action plan should be attached as an addendum to the Human Resource Planning Implementation Report.
- b) Changes to the MTEF plan – if there are significant changes to the original HR Plan MTEF plan (There are more than 50% changes to the action Plan) a new MTEF HR Plan will be required from the Department.
- c) Changes within the Department/reconfiguration - If a department is merging/splitting, acquiring new functions and mandates, creating new delivery mechanisms such as government components etc. or significantly changes its organisational structure, or takes strategic re-direction or the environment changes substantially a new MTEF HR Plan will be required.

2.15.7 PERIOD COVERED

- a) Departments have to develop HR plans addressing their key workforce challenges covering at least 3 full financial years, as directed by the Office of the Premier. Departments shall utilise data of the relevant year to develop MTEF plans.
- b) Implementation report will be on an annual basis covering period 01 April of the previous year to 31 March of the following year.
- c) Departments will have to review implementation prior to the next budget period.
- d) The outcomes should be continuously monitored and evaluated to determine progress in addressing the gaps and specifically where adjustments to the plan and implementation are needed.

2.16 EMPLOYMENT EQUITY

2.16.1 ROLES AND RESPONSIBILITIES

2.16.2 Role of Executive Authority and Accounting Officers shall be/ is to

- a) Develop and implement an 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) Ensure that EE reports are linked to members of the senior management services (SMS) performance contracts and complied with;
- e) Promote and advocate the EE policy;
- f) To ensure that there is a dedicated manager/ senior official responsible for EE;
- g) Ensure that the Department achieve the set EE Targets;
- h) 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;
- i) Submit the EE Report/Plan to the Department of Employment and Labour within the prescribed time frames; and
- j) The EE Report shall be displayed at the employer's premises.

2.16.3 The Role of EE Managers/EE Component/HR Component shall be

- a) To provide advice and support to line managers regarding career plans and succession plans for their components.
- b) Develop EE programmes, monitor and play a supporting role.
- c) Coordinate the process (action plans on EE) to ensure that the department does achieve the set EE targets.
- d) EE targets and plans should form part of Department's recruitment strategies
- e) Supervision and implementation of the employment equity plan
- f) Present quarterly reports to the management
- g) Provide an annual report to the Department of Employment and Labour
- h) Facilitate the review of the EE Plan

2.16.4 Role of Line Managers shall be

- a) To ensure that they adhere to the recruitment and selection procedures
- b) Determine EE targets for their components linked to the departmental EE plan.
- c) Develop career development plans for their subordinates.
- d) Report quarterly compliance on the developed action plan.
- e) Implementation of the employment equity plan.

2.16.5 The role of EE Forum shall;

- a) Departmental Employment Equity Consultative Committee should be established in all departments, and also at all districts, of the Provincial Administration,

- b) The EE committee should be constituted by numbers of administration and core functions of the department,
- c) Members of the committee must ensure that there is representatively and it comprises of people who have the mandate to make decisions within the department.
- d) The Committee should at least meet quarterly to plan and review progress made on the implementation of the Employment Equity Plan
- e) The role of the EE Consultative Committee is to give advice during recruitment and selection processes.

2.17 SPECIAL LEAVE

2.17.1 OBJECTIVES

Specific objectives are as follows;

- a) Regulating an official's release or absence from duty for particular purposes, namely special leave and circumstances where special leave with full pay may be authorised; and
- b) Protecting the interests of persons living with disabilities.

2.17.2 STUDY LEAVE

- a) Special leave with full pay shall be granted to an employee for preparation towards his or her examinations whether it relates to his or her immediate field of work or not.
- b) One (1) day special leave with full pay shall be granted to an employee prior to writing an exam in connection with preparation for each examination subject or course.
- c) Employees who must sit for examination on a Saturday or a day of rest shall be granted one working day per course or paper as a special leave in order to enable them to prepare for the examination. Examinations referred to may include ordinary school subjects up to matric.
- d) Employees who attend or do course work (attend classes), do thesis or dissertation work (do collection of data and presentation) and write tests as a package that substitutes examination (block attendance) may be granted ten (10) working days, study leave with full pay for either his or her attendance, collection of data, presentation and writing.
- e) Every employee who is granted study leave with full pay, must as soon as possible after the completion of each academic year or after completion of the course or subject whichever is the earlier, furnish evidence of study progress.

- f) The Head of Department may withdraw an approval for study leave with pay if the employee has without reasonable excuse, failed to attend classes or lectures for which study leave with full pay was previously granted.

2.17.3 EXAMINATION

- a) Special leave with full pay shall be granted to an employee, for the period he or she sits for examination(s) which in the opinion of the department has the objective of improving the skills of the employee concerned for a career in the Public Service, irrespective of whether it relates to his or her immediate field of work or not.
- b) One (1) day special leave shall be granted to an employee to write each examination paper.
- c) Where a rest day(s) or Public Holiday precede the examination day, the additional working day immediately prior to the said rest days or holiday may be taken as a special leave.
- d) Special leave will only be extended once to an employee who has to repeat a course or be re-examined.
- e) Special leave shall only be granted for examinations and not for preparation of assignments.
- f) Proof of examination (examination time table) must be submitted together with the special leave application.
- g) Amendments to examination (examination time table) must be reflected on an amended special leave application.

2.17.4 RESETTLEMENT

- a) Special leave with full pay shall be granted to an employee who is, transferred at state expense. A maximum of three (3) days special leave shall be granted to employee/s who are transferred within the Province and maximum of five (5) days if transferred outside the Province, in order for him/her to:
 - i. Make accommodation arrangements;
 - ii. Supervise the packing or loading and unpacking or unloading of personal belongings; and
 - iii. make school arrangements for his/her children.
- b) Special leave in this instance may only be granted if the employee and his or her household are required to resettle.
- c) If an employee initiated the transfer the employee will not be granted special leave.

2.17.5 PARTICIPATION IN SPORTS OR CULTURAL ACTIVITIES

- a) Special leave with full pay to a maximum of ten (10) working days per annum, may be granted to an employee when he or she is selected by a recognised sports and cultural federations in South Africa to represent a, provincial, regional or local area as a member of an organised sports group whether as a competitor, official, judge, coach, manager or referee in a sports tour or organised sports event within or outside South Africa.
- b) Special leave with full pay may be granted to an official when he or she is selected by a recognised sports/cultural association affiliated to a recognised sports/cultural federation to represent South Africa as a member of an organised sports group, whether as a competitor, official, judge, coach, manager or referee in a sports tour or organised sports event within or outside South Africa. Written proof of such nomination or selection must be provided.
- c) Special leave with full pay to a maximum of ten (10) working days per annum, may be granted to an employee when he or she, takes part in cultural activities, as a member of an recognised cultural group, in a cultural tour within and outside South Africa as a competitor, coach, manager or official, assistant coach and manager to represent, South Africa, the Province or region. Written proof of such nomination or selection must be provided.

2.17.6 SABBATICAL LEAVE

- a) Special leave is to provide for leave with full pay for purposes of intensive study or research which has as its outcome increased competence in the employee's field of expertise as well as an increase in the quality of the individual's future contribution to the employer.
- b) Sabbatical leave is a privilege and not a right which may be granted to an individual who has demonstrated by publication, teaching, exhibition or performance an above average ability in scholarship, research or other creative accomplishment.
- c) Sabbatical leave must be considered with due consideration of the needs of the employer and must be considered on a case by case basis. The total period of absence may under no circumstances exceed an uninterrupted period of 12 calendar months.

- d) Approval for the employee's study or research must be obtained from the Accounting Officer prior to proceeding on sabbatical leave.
- e) Upon completion a report must be submitted to the Accounting Officer within three (3) calendar month of the employees return to duty.
- f) Granting of sabbatical leave may not coincide with the payment of study fees and travel and subsistence costs from state funds.

2.17.7 STUDY LEAVE FOR SPECIAL CIRCUMSTANCES

Where necessary, special leave with full pay, may be granted to an employee under circumstances mentioned hereafter, on condition that the department is satisfied that the studies undertaken are in the interest of the department:

- a) Full time study at a recognised educational institution within the Republic or abroad: Study leave in this regard shall be granted only for the prescribed duration of the particular course, diploma or degree or for the purposes of research work or writing a thesis for a post-graduate qualification. Employees who fail to complete their studies within the prescribed period for the curriculum shall not be granted an additional period of study leave. Unpaid leave may be granted to employees, who apply to complete their studies;
- b) Practical work required as a prerequisite for registration in a particular profession or field;
- c) Attendance of a preparatory course with a view to sit for a qualifying examination in order to obtain admission to a particular field of study.

2.17.8 ATTENDANCE OF CLASSES DURING OFFICE HOURS

- a) An employee who studies part-time or by means of correspondence at a university or other recognised educational institutions and who as a result of his or her studies is required to be absent from his or her place of work due to class attendance, will receive a maximum of ten (10) working days per annum.
- b) Written proof from the institution should be provided/ submitted to the employer.

2.17.9 REHABILITATION

Any special leave provided in this section will be over and above any leave taken as sick leave.

2.17.9.1 Substance abuse

- a) Special leave with full pay to a maximum of forty-five (45) calendar days may be granted to an employee to enable him or her to undergo treatment for substance abuse at an approved institution or facility. Special leave will be limited to one (1) rehabilitation session.
- b) A certificate and a comprehensive report compiled by the institution or facility concerned must be submitted to the Department or Employee Health and Wellness (EHW) unit on completion of the treatment.

2.17.9.2 Trauma

Employees who are exposed to traumatic situations may be granted special leave to a maximum of five (5) working days with full pay per annum to undergo trauma debriefing and counseling sessions. A certificate and or a comprehensive report compiled by a Wellness Professional shall/must be submitted.

2.17.9.3 Mental disorders

- a) An employee may be granted special leave for a maximum of twenty-one (21) working days for the purpose of psychological or psychiatric treatment for a mental disorder at an approved institution.
- b) At the completion of the special leave provided for this purpose a report pertaining to the process of the relevant treatment will be submitted to the Department or the Employee Health Wellness Unit. In case the psychiatrist recommends more than 21 days, Incapacity leave shall apply.

2.17.10 MISCELLANEOUS

- a) Special leave with full pay may be granted to an employee in the following circumstances:
 - i. Where an employee is absent from work as a result of segregation or isolation on medical instruction. The granting of special leave shall be subject to the submission of a certificate by a registered medical practitioner indicating the period and the reason for segregation or isolation;
 - ii. In the case where a physically disabled employee is required to attend an orientation or training course relevant to the disability;
 - iii. Where the area in which the employee works or resides is struck by a natural disaster or other disaster and the department is satisfied that it was impossible for the employee concerned at the time to continue with his or her official duties;

- b) Special leave may be granted to an employee due to any other circumstances not mentioned above provided that the employer believes that it is in the best interest of the State and the Provincial administration. The reasons for the approval and motivation must be properly recorded.

2.17.11 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.

2.17.12 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).

2.18 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.

2.18.1 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.

2.18.2 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.

2.19 ENQUIRIES

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

SECTION 3

HUMAN RESOURCES DEVELOPMENT POLICY

3.1. ACRONYMS AND ABBREVIATIONS

Acronym	Meaning
HRDS	Human Resource Development Strategy
SAQA	South African Qualifications 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
NQF	National Qualifications Framework
PDPs	Personal Development Plans
RIQ	Recognition of Improved Qualifications
PDIs	Previously Disadvantaged 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 to Entry in the Public Service

3.2. DEFINITIONS

Terms	Description
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 have any work experience in the field in which he or she is studying.
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 prospective employees to further their studies in order to address the critical and scarce skills shortage in line with the Provincial HRD Strategy (PHRDS).
Bursars	A student who holds a bursary
Experience Learning	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 purposes 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 a learning programme for which no credits are awarded in relation to unit standards.
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.

3.3. 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.

3.4. PURPOSE AND OBJECTIVES OF THE POLICY

3.4.1 PURPOSE

The purpose of this policy is to regulate the education, training and development (ETD) of employees and unemployed youth by the Limpopo Provincial Administration.

3.4.2 OBJECTIVES

This policy addresses the following objectives:-

- To build the capability of the state to play a developmental and transformative role;
- To create a culture of lifelong learning and skills base necessary for the achievement of the strategic objectives of the Limpopo Provincial Administration;
- To identify and nurture potential of employees and prospective employees;
- To open the workplace as a training space; and
- To facilitate the development of career path for all employees in the
 - departments.

3.5. AUTHORITY OF POLICY

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

3.6. LEGAL FRAMEWORK

- The Constitution of the Republic of South Africa (Act No. 108 of 1996);
- Labour Relations Act (Act no.66 of 1995);
- Public Service Act (1994);
- Public Service Regulations (2016);
- Employment Equity Act, 1998 (Act 55 of 1998);
- The White Paper on the Transformation of the Public Service, 1997;
- The Skills Development Levies Act (Act No. 9 of 1999);
- The National Skills Development Strategy for South Africa, 2010-2015;
- The National Human Resource Development Strategy;
- Directive on the Employment of Persons into DEVELOPMENTAL PROGRAMMES in the Public Service;
- DPSA guidelines on Learnership
- ETA guidelines on Learnership.
- National Qualifications Framework.
- Limpopo Development Plan

3.7. 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.

3.8 PRINCIPLES

- Poverty Alleviation;
- Skills enhancement;
- Job creation;
- Employment Equity; and
- Provision of workplace experience

3.8 POLICY PRONOUNCEMENTS

3.8.1 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 department policies.

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Executive Authority	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
Accounting Officer	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
Executive Management / Senior Management	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
Organized Labour	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
Transversal HR Directorate	Supports HR units in Departments in the implementation of the policy;	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

	Coordinate the consultation process during policy formulation.				implementation of policies
Departmental HR 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, Executive 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

3.8.2 SKILLS AUDIT

Departments shall conduct skills audit for all employees at every three years.

3.8.3 TRAINING PLANS

- I. Departments shall ensure that the Training plan, WSP, HRDIP are developed and approved; and
- II. These plans shall be submitted to relevant stakeholders within the required timeframes.

3.8.4 SKILLS PROGRAMMES/CREDIT BEARING.

Roles of Departments: -

- I. All departments shall create opportunities for employees' training, education and development;
- II. 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 descriptions, Work plans of employees and objectives and priorities of the Department as outlined in the Strategic documents of the Department; and

- III. 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.

3.8.5 SHORT COURSE/NON-CREDIT BEARING

3.8.5.1 COMPULSORY TRAINING PROGRAMMES

Departments shall ensure that all employees identified and required to attend these programmes are compelled to do so without fail.

3.8.5.2 Competency Based Assessment.

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

3.8.5.3 Compulsory Induction Programme (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.

3.8.5.3.1 Departmental Induction

Departments shall ensure that they conduct Departmental Induction which includes but not limited to Leave management, PMDS, Grievance management, Asset management, Disaster management, Risk management, etc.

3.8.5.3.2 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.

3.8.5.3.3.KHAEDU Training

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

3.8.5.3.4 SMS Pre-Entry Programme

- I. In addition to minimum qualification and years of experience for eligibility to enter the SMS per level, an individual may only qualify to enter if they have successfully completed a Public Service Senior Management Leadership Programme at the required performer level; and
- II. It includes those individuals who aspire to work in the Senior Management Service for the first time, and those progressing from one level within the SMS to another who have not yet done this programme.

3.8.5.3.5 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 institutionalize integrity, transparency, accountability and good governance practices.

3.8.5.3.6 Managing 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 that the alignment of the NDP objectives by each Department is emphasised.

3.8.5.3.7 Introduction to Financial Management Delegations of Authority in the Public Service.

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.

3.8.5.3.8 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.

3.8.5.3.9 Re-Orientation in the Public Service (ROP)

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

3.8.5.4 MANDATORY TRAINING PROGRAMMES

Mandatory programmes are intended to address the knowledge, values and skills gaps at the coalface of service delivery and to support departments that are facing challenges with fulfilling their respective mandates.

3.8.5.4.1 Orientation and support to the Public Service Formal Graduate Recruitment Scheme

Departments shall ensure that all youth that are on an Internship programme as well as those on Pre-service work integrated learning programme attend and complete the programme.

3.8.5.4.2 Citizen-Centred Service Delivery

Departments shall ensure that all identified employees attend and complete this course to instill developmental values based on citizens' rights and re-invoke the commitment and zeal among public servants to prepare, implement and monitor effective and relevant service delivery.

3.8.5.4.3 Art of Facilitation for progressive realization of socio economic rights.

Departments shall ensure that all identified employees attend and complete this course to enable Public servants to be trained to a level where they have a common understanding of the objectives, core values, norms and attitudes that are expressed in a common ethos and sense of purpose to respond effectively to the needs of different communities.

3.8.5.4.4. Supply chain management for the Practitioners

Departments shall ensure that all practitioners and officials that are directly in supply chain management processes 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.

3.8.5.4.5 Avoiding Irregular, fruitless and wasteful Expenditure

Departments shall ensure that all identified employees attend and complete this course to be empowered with skills required for managing government expenditure in order to prevent irregular, unauthorised and fruitless and wasteful expenditure.

3.8.5.4.6 Programme and Project management

Departments shall ensure that all identified employees who deal with public service projects and programmes attend and complete this course to acquire relevant knowledge and skills to design and deliver programmes that advance the National Development Plan vision 2030.

3.8.5.4.7 Evidence-based policy making and implementation

Departments shall ensure that all identified employees attend and complete this course to be empowered with technical skills to be able to use a range of tools to support policy development and implementation processes.

3.8.5.4.8 Coaching for Leadership Development

Departments shall ensure that all identified MMS and SMS members attend and complete the course to be empowered with coaching skills and tools to enhance management individual development skills sets as well as organizational development.

3.8.6 BURSARY

3.8.6.1 BENEFITS FOR BURSARS

- a) Bursaries shall be awarded for fields of study that are addressing priorities of the Limpopo Provincial government for social and economic development. This shall be informed by the Limpopo Development Plan(LDP), Provincial HRD Strategy, 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, the indigent, financially needy and Academically deserving;
 - III. Qualifying employees of Departments.

3.8.6.2 CONDUCT BURSARY AWARENESS CAMPAIGNS

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

3.8.6.3 ADVERTISEMENT

Bursary opportunities shall be advertised from June to September each year through the following:-

- I. Local print and electronic media;
- II. Circular to Departments
- III. Notice boards
- IV. Intranet and Internal publications for internal employees
- V. The closing date for all bursary application shall not be later than 30 September each year unless stated otherwise.

3.8.6.4 SELECTION CRITERIA

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

- I. Prospective bursars shall be permanent residents of Limpopo Province;
- II. Prospective bursars shall be indigent, financially needy and academically deserving;
- III. Prospective bursars shall not be bursary holders of any other Institution (private and public);
- IV. Academic performance as proven by the latest academic reports;
- V. Field of study shall be informed by the PHRDS as well as critical and scarce skills;
- VI. Representation shall be based on race, gender and disability;
- VII. Prospective bursars who are in the youth category shall fall within the youth category, of 18-35 years;
- VIII. Internal bursars shall be employees of that particular Department; and
- IX. The awarding of the bursary shall be in line with the employees' scope of work.

3.8.6.5 BURSARY COMMITTEE

- I. There shall be a Bursary Committee in Departments;
- II. The committee shall adjudicate all bursary awards; and
- III. This committee shall serve for a period of three years.

3.8.6.6 BURSARY CONTRACT

Upon confirmation of acceptance of the award and admission by a Tertiary institution a bursary contract shall be entered into between the bursar and the Department; and The bursary contract shall include amongst others the following:

- I. The duration of the contract;
- II. Field of study that the bursary covers;
- III. Redemption or termination of contract;
- IV. Placement after completion;
- V. Performance or non-performance;
- VI. In case the Department fails to place within three months, the bursar shall be released from the contractual obligations and not be entitled to reimbursement;
- VII. Forfeiture of bursary offer in case of the change of field of study (include Internal bursars);
- VIII. In the event where a bursar is transferred to another department, incurring of bursary costs shall be at the discretion of the receiving department.

3.8.6.7 VALUE OF THE AWARD

The award shall be a full bursary (for prospective employees) and will cover the following:-

- i. Registration and Tuition fees;
- ii. Accommodation and meals in case of prospective bursars, both internal and external;
- iii. Prescribed books and other learning materials for prospective employees.

3.8.6.8 CONTRACTUAL OBLIGATION

3.8.6.8.1 OBLIGATIONS OF THE BURSARY HOLDER

- i. Prospective bursars shall be placed within the Department that funded the studies or find placement anywhere within the sectors in the Limpopo Province.

- ii. In case the bursar is not placed within a period of **three** months, he/she shall be released from the contract;
- iii. In cases where the Department does not have the resources/funds or posts to absorb a former bursar, the bursar shall be released/cleared from the obligations of serving the Department or province for a period stipulated in the contract; and
- iv. 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.

3.8.6.8.2 OBLIGATIONS OF THE DEPARTMENT

- i. The Department will be obliged to honour the value of the award as stipulated in paragraph 9.7 of the policy (Registration, Tuition, Accommodation, Meals and learning materials);
- ii. The Department that funded the studies shall find placement anywhere within the sectors in the Limpopo Province provided funds or vacancies are available; and
- iii. The Department may cancel or write off a debt as stipulated in the Departmental contract.

3.8.6.9 PARTNERSHIPS

Departments shall establish partnerships with Institutions 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).

3.8.6.10 SCHOLARSHIPS

- I. 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;
- II. 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

- III. If the international scholarship is initiated by the Department, the employee shall be paid full salary as well as S & T.

3.8.6.11 SCHOLARSHIPS FOR UNEMPLOYED

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

3.8.6.12 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.

3.8.6.13 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 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.

3.8.6.14 RECOGNITION OF PRIOR LEARNING (RPL)

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

3.8.6.15 YOUTH DEVELOPMENT PROGRAMMES

- i. 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,
- ii. The selection for youth development programmes shall be in line with the principles as contained in Regulation 65 and 67 of the PSR (2016)¹ as amended (refer to Annexure A);
- iii. In line with Regulation 57 (2) (d) of the PSR (2016), persons involved in the developmental programmes shall be appointed additional to establishment;
- iv. Departments shall ensure fair distribution/implementation of youth developmental programmes in terms of departmental mandate; and
- v. Departments shall appoint and train designated mentors for each person or a group of persons involved in a Developmental Programme.

3.8.6.15.1 INTERNSHIP PROGRAMME

The Internship programme shall include:

- Graduate Intern
- Pre-service training (Student Internship or Work Integrated Learning - WIL)
- Candidacy Development Support Programmes

3.8.6.15.2 RECRUITMENT OF INTERNS

- i. The Department shall place Interns at the beginning of a financial year;
-

- ii. The recruitment of interns shall be aligned to the Employment Equity prerogative within the Public Service; and
- iii. The advert for the recruitment of interns shall be widely distributed.

3.8.6.15.3 CONTRACT OF EMPLOYMENT

- i. Departments shall utilize the contract of employment as contained in Annexure A of the Directive;
- ii. Departments shall ensure that the contract period and conditions of service is as contained in Annexure A of the Directive; and
- iii. Departments should ensure that interns are placed annually at the beginning of the financial year.

3.8.6.16 LEARNERSHIP PROGRAMME

- i. The Learnership programme shall be implemented in accordance with The Skills Development Amendment Act of 2008;
- ii. Department shall ensure that placement of learners is informed by departmental needs and readiness;
- iii. The recruitment shall be aligned to the Employment Equity prerogative within the Public Service;
- iv. Departments shall utilize the contract of employment as contained in Annexure A of the Directive.
- v. Departments shall ensure that the contract period and conditions of service is as contained in the Directive.

3.8.6.17 APPRENTICESHIP PROGRAMME

- i. The apprenticeship shall be for a period not exceeding 24 months, unless the apprenticeship programme is structured over a longer period;

- ii. Department shall ensure that placement of learners is informed by departmental needs and readiness;
- iii. The recruitment shall be aligned to the Employment Equity prerogative within the Public Service;
- iv. Departments shall utilize the contract of employment as contained in Annexure A of the Directive; and
- v. Departments shall ensure that the contract period and conditions of service is as contained in the Directive.

3.8.6.18 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.

3.8.6.19 FUNDING

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

3.8.6.20 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.

3.8.6.21 MONITORING AND EVALUATION ON DEVELOPMENTAL PROGRAMMES

- i. The Departments shall appoint all person on developmental programmes utilising PERSAL, except for persons paid for by third parties such as the SETAs;

- ii. Departments shall submit monthly, quarterly and annual implementation reports to the Office of the Premier.
- iii. The Office of the Premier shall monitor and evaluate the developmental programmes.

3.8.6.22 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.

3.8.6.23 REMUNERATION FOR PERSONS APPOINTED INTO DEVELOPMENTAL PROGRAMMES

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

3.9 ENQUIRIES

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

SECTION 4

EMPLOYEE HEALTH AND WELLNESS POLICIES

HEALTH AND PRODUCTIVITY MANAGEMENT POLICY

4.1 ACRONYMS AND ABBREVIATIONS

COID	Compensation for Occupational Injuries and diseases
DEL	Department of Employment and Labour
EA	Executive Authority
EH&W	Employee Health and Wellness
HPM	Health and Productivity Management
IOD	Injury on Duty
PILIR	Policy and procedure on Incapacity leave and Ill Health Management
PSCBC	Public Service Coordinating Bargaining Council
SABS	South African Bureau of Standards
Rol	Return on Investment

4.2 DEFINITIONS

For the purpose of this Policy, unless the context indicates otherwise, the following definitions are set out for the terms indicated: -

- **"Chronic illness"** means a group of health conditions that lasts a long time;
- **"Disease Management"** refers to the processes and people concerned with improving or maintaining the health status of individuals. It focuses on the reduction of the impact of diseases on the quality of work life by increasing knowledge level on communicable and non-communicable diseases amongst employees;
- **"Department"** includes all Provincial Departments in Limpopo;
- **"Employee"** means an employee as defined in the Public Service Act, 1994;
- **"Employee Health and Wellness Advisory Committee"** is a Departmental committee which includes but is not limited to EH&W, HRM, HRD, Finance Management, PMDS, Organized Labour and Risk Management units, constituted to oversee the implementation of EH&W programmes and advise where necessary;
- **"Employee Health and Wellness Coordinator"** means an employee tasked with the responsibility to coordinate the implementation of Employee Health and Wellness programmes, which includes Health and Productivity Management programmes;
- **"Health and Productivity Management or HPM"** 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.
- **"Health and Safety Representative"** means a representative of workers that each and every employer who has more than 20 employees in his employment appoint in terms of Occupational Health and Safety Act, 1993
- **"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"** means a basic component of positive health and well-being;

- **"Mental illness"** means a shorthand term for a variety of illnesses that affect our mental well-being;
- **"Occupational Injury and diseases"** mean a personal injury sustained in an accident occurring during the performance of an employee's work;
- **"Occupational Health Education and Promotion"** refers to a variety of health communication, dissemination and information transfer to employees. This is aimed at enhancing the knowledge levels of employees to help catalyse and reinforce behaviour change while intentionally leading to improved individual health and productivity;
- **"Policy"** means this Provincial Policy on Health and Productivity Management;
- **"Support"** means the services and assistance that may be provided to help a person deal with difficult situations and challenges;
- **"Temporary Incapacity Leave"** refers to the leave additional leave benefit that can be applied in the event where normal sick leave has been exhausted in the three-year sick leave cycle, subject to the Policy on Incapacity Leave;

4.3 INTRODUCTION

The workplace is a setting for delivery of other 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.

4.4 PURPOSE AND OBJECTIVES OF THE POLICY

4.4.1 PURPOSE

The purpose of the policy is to regulate the management of health risks in the Provincial Government.

4.4.2 OBJECTIVES

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

- Manage communicable and non-communicable diseases in the workplace;
- Manage mental health and psycho-somatic illnesses in the workplace;
- Manage occupational injuries and diseases and incapacity due to ill health; and
- Promote and educate employees on occupational health and identified health risks in the workplace.

4.5 AUTHORITY OF POLICY

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

4.6 LEGAL MANDATE

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

- a) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
- b) Compensation for Occupational Diseases and Injuries Act, 1993 (Act No.130 of 1993);
- c) Constitution of the Republic of South Africa, 1996;
- d) Disaster Management Act, 2002 (Act No. 57 of 2002);
- e) Employee Health and Wellness Strategic Framework for Public Service, 2008;
- f) HIV, STIs and TB National Strategic Plan 2017 – 2022; and
- g) Medical Schemes Act, 1998 (Act No. 131 of 1998);
- h) Mental Health Care Act, 2002 (Act No. 17 of 2002);
- i) Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) and Regulations issued thereunder;
- j) Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR).
- k) Public Service Act, 1994 (Act No.103 of 1994) and Regulations issued thereunder;

4.7 SCOPE OF APPLICATION

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

4.8 POLICY PRONOUNCEMENTS

4.8.1 ROLES AND RESPONSIBILITIES

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

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organization	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
Transversal Directorate EH&W	- 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 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 of the implementation of policies
Departmental Directorate EH&W	Provide input during the policy formulation / review process.	None	Ensures 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
Employees	• Provide input during the policy formulation/review process.	None		Implementation of the Policy	

4.8.2 ROLE PLAYERS IN HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME

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

4.8.3 EH&W COORDINATOR

- Plan, implement, monitor and evaluate HPM according to strategies, policies and budgetary guidelines.
- Coordinate the implementation of HPM related projects and interventions;
- Provide wellness services to employees and their immediate family members through promotion of physical, social, emotional, occupational, spiritual and intellectual wellness of employees.
- Analyze and evaluate data and communicate information, statistics and results to various stakeholders and management structures.
- Promote work-life balance at the workplace and
- Provide information regarding nutrition.

4.8.4 EMPLOYEES

- Participate in wellness screening services provided in the workplace in order to improve personal quality work life;
- Ensure that he/she registers early into disease management programmes in order to improve good health and enhance productivity in the Public Service;
- Participate in care and preventative programmes to minimize the effects of a disease, or chronic condition through integrative care and preventive care;
- Take reasonable care for the health and safety of him/her and of other persons who may be affected by his/her acts or omissions;

- If involved in any incident which may affect his/her health or which has caused an injury to him/herself, report such incident to his/her employer or to his/her health and safety representative, as soon as practicable; and

4.8.5 PROVINCIAL EH&W ADVISORY COMMITTEE

- Serve as a forum for coordination, communication, collaboration and consultation on issues pertaining to the Health and productivity management programme.
- Meet quarterly to discuss employee wellness policy matters.
- Measure consistently the impact of EH&W on productivity of the individual Departments.
- Contribute to EH&W policy formulation and review as well as research planning and implementation thereof.
- Ensure that the EH&W-related information is cascaded to all levels in the Departments including relevant stakeholders.
- Oversee the monitoring and evaluation of HPM programme.

4.9 HEALTH AND PRODUCTIVITY MANAGEMENT PROGRAMME FUNCTIONS

The Employee Health and Wellness Coordinator shall be responsible for the functions outlined below: -

4.9.1 COMMUNICABLE AND NON-COMMUNICABLE DISEASE MANAGEMENT

- Conducting of integrated Health Risk assessment and management to improve Chronic Disease management and the measuring of the impact on employee health and productivity.
- Utilisation of disease management programmes through co-operation between medical practitioners and patients to reduce barriers at the work place.
- Implementation of strategies to reduce the risk of employees contracting Communicable and non-communicable diseases and the need for medical interventions. (tie the functions with the responsible unit/person)
- Conducting of awareness programmes on the functions and purpose of health surveillance and the relevant laws and regulations.

4.9.2 MENTAL HEALTH AND PSYCHOSOMATIC ILLNESS MANAGEMENT

- Development and implementation of a Toolkit for Mental Health Promotion in the workplace which looks at practical steps for addressing mental health matters.
- Measurement of the impact of programmes that reduce the psychosocial and physical demands of the workplace that trigger stress.
- Reduction of stigma and discrimination against people living with mental diseases and non-communicable diseases as well as the promotion of human rights.
- Implementation of interventions that involve groups of employees that are formed based on person-environment relationships, and which contribute to the generation or reduction of psychosomatic disorders
- Management of Incapacity and Ill Health Retirement
- Ensuring integration of Health Risk Assessment and pro-active programmes that seek to promote good health practices
- Management of incapacity and ill-health retirement in accordance with PILIR.
- Reporting of occupational injuries and diseases in accordance with the Procedure on COID management.
- Development of relevant standard operating procedures for implementation of HPM.
- Provision of psychosocial support and counselling as a need arise in the workplace.
- Development of a system to quantify Return on Investment (ROI) and to develop cost effective health care programmes.

4.9.3 OCCUPATIONAL HEALTH EDUCATION AND PROMOTION

- i. Making options available to employees to exercise more control over their own health and over their environments, and to make choices conducive to their health.
- ii. Development of a strategy to share health services and institutions to the benefit of employees and government.
- iii. Strengthening of systems for workplace learning on health management.
- iv. Conducting of information and educational sessions on health management.

- v. Development of effective behaviour change communication programmes.
- vi. Ensuring of specific training for employees on Health and Productivity Management programmes.
- vii. Evaluation of the impact of occupational health policies and health systems in the workplace.

4.10 ENQUIRIES

All enquiries related to this policy shall be directed to the Transversal Employee Health and Wellness Programmes Unit.

SAFETY, HEALTH, ENVIRONMENT, RISK AND QUALITY MANAGEMENT POLICY

4.11 ACRONYMS AND ABBREVIATIONS

DEL	Department of Employment and Labour
DG	Director General
EA	Executive Authority
EH&W	Employee Health and Wellness
HOD	Head of Department
ISO	International Standard Organisation
OHS ACT	Occupational Health and Safety Act
PSCBC	Public Service Coordinating Bargaining Council
SHERQ	Safety, Health, Environment, Risk and Quality

4.11 DEFINITIONS

- - **"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, recognising, 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;
- **"Health and Safety Representative"** is a representative for workers nominated and appointed in terms of section 17 of the OHS Act;
- **"Health and Safety Committee"** is a committee established in terms of section 19 of the OHS Act.

4.13 INTRODUCTION

Occupational health deals with all aspects of health and safety in the workplace and primarily focus 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 the course of 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.

4.13 PURPOSE AND OBJECTIVES

4.13.1 PURPOSE

The purpose of this policy is to make provision for measures through which a healthy, safe and supportive 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).

4.13.2 OBJECTIVES

- The main objectives of this policy are the following: -
- To enhance the health and wellbeing of employees by improving occupational health and safety in the workplace.
- To improve the implementation of administrative and engineering control measures as well as quality of services in the Departments.
- To accelerate the provision of occupational health and safety education.

- To prevent and minimize the effects of health risks by conducting medical surveillance and / or biological monitoring.

4.14 LEGISLATIVE FRAMEWORK

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

- a) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- b) Compensation for Occupational Diseases and Injuries Act, 1993 (Act No.130 of 1993)
- c) Disaster Management Act, 2002 (Act No. 57 of 2002)
- d) Employment Equity Act, 1998 (Act No. 55 of 1998)
- e) Hazardous Substances Act, 1973 (Act No. 15 of 1973)
- f) Labour Relations Act, 1995 (Act No. 66 of 1995)
- g) Medical Schemes Act, 1998 (Act No. 131 of 1998)
- h) National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977) and Regulations issued thereunder
- i) National Environmental Management Act, 1998 (Act No. 107 of 1998)
- j) National Strategic Framework on Stigma and Discrimination
- k) Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- 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.
- n) The Constitution of the Republic of South Africa, 1996

4.15 SCOPE OF APPLICATION

This policy is applicable to all Limpopo Provincial Government Departments.

4.16 POLICY PRONOUNCEMENT

4.16.1 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
Executive Authority	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 amendments of policy resulting from a review
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organizations	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
Transversal EH&W Directorate	- Supports all branches (Departments) in the implementation of the policy; - Coordinates the consultation process during policy formulation.	Motivates 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 of the implementation of policies
Departmental EH&W Directorate	Provide input during the policy formulation / review process.	None	Ensures that all employees are informed of the new policy.	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating / alternatively analysis

Authority/ office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
				of the implementat of policies
Employees	Provide input during the policy formulation/review process.	None	Adhere to health and safety by applying measures outlined in the Policy	Monitor implementation

4.16.2 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:-

4.16.2.1 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:-

- Appoint a SHERQ Coordinator to manage SHERQ programme in the workplace.
- Appoint in writing for a specified period, health and safety representatives for the workplace line with section 17 of the OHS Act
- Establish one or more health and safety committees and consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of employees at work in line with section 19 of the OHS Act

4.16.2.2 SHERQ COORDINATOR

The SHERQ Coordinator shall implement the SHERQ programme projects and interventions as follows:-

- Plan, monitor and manage SHERQ according to strategies, policies and budgetary guidelines;
- Make provision for counselling to individual employees and to their immediate family members;
- Analyse and evaluate data and communicate information, statistics, and results to various stakeholders and management;
- Coordinate activities of safety and health structures.

- Conduct biological monitoring based on the results of the hazards identification and risk assessment survey.

4.16.2.3 EMPLOYEES

Employee's responsibilities shall include the following:-

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

4.16.2.4 OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES

Occupational Health and Safety Representatives responsibilities shall include the following:-

- Regularly inspect workplace, facilities and equipment, and report to the Health and Safety Committee in the prescribed format.
- Attend Health and Safety committee meetings.
- Investigate workplace incidents and report to Health and Safety committee.
- Carry out inspections with Labour inspectors, when required
- Attend training on OHS-related matters.
- Carry out any other responsibility that is indicated in the Occupational Health and Safety Act, 1993 or has relevance to health and safety in the workplace.

4.16.2.5 Occupational Health and Safety Committee

The Occupational Health and Safety Committee shall be responsible for the following:-

- Make recommendations to the employer regarding health and safety in the workplace.
- Investigate and discuss incidents in the workplace.
- Report in writing to the Department of Employment and Labour, if necessary, on any incident that occurred at the workplace.

- Keep minutes of all committee meetings and reports submitted by Health and Safety representatives.

4.16.2.6 LABOUR UNION REPRESENTATIVES

Labour Union representatives shall be responsible for the following:-

- Represent employees in the Health and Safety committee meetings.
- Contribute in the development and review of SHERQ policies.
- Participate in the investigation of workplace incidents.
- Advocate for resources with management for continuous improvement of health and safety work conditions

4.17 ENQUIRIES

All enquiries related to this policy shall be directed to the Transversal Employee Health and Wellness Programmes Unit.

HIV, TB AND STI'S MANAGEMENT POLICY

4.18 ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
ARV	Antiretroviral
DAC	District AIDS Council
HAST	HIV and AIDS, STIs and TB
HCT	HIV Counselling and Testing
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
NSP	National Strategic Plan
PLHIV	People living with HIV
PEP	Post Exposure Prophylaxis
PrEP	Pre-Exposure Prophylaxis
PIP	Provincial Implementation Plan
STIs	Sexually Transmitted Infections
SANAC	South African National AIDS Council

4.19 DEFINITIONS.

- **"HIV"** stands for **HUMAN IMMUNODEFICIENCY VIRUS**. It is a blood borne virus transmitted amongst human beings
- **"AIDS"** stands for **ACQUIRED IMMUNE DEFICIENCY SYNDROME**. AIDS is a condition that is present when the body's defence system is deficient and various life-threatening infections occur
- **"TB"** stands for **TUBERCULOSIS**. It is an infection caused by an organism called *Mycobacterium Tuberculosis*
- **"Mainstreaming"** means the inclusion of HIV, TB and STI Management into functions relevant to the core mandate of each Department and sector
- **"HIV&AIDS and TB Coordinator"** refers to an employee tasked with the responsibility to coordinate the implementation of HIV, TB and STI programmes in a department.
- **"Designated Senior Manager"** refers to a member of the Senior Management Service in line with the provisions of the Public Service Act, 1994, who is tasked with championing the HIV, TB and STI'S Management programme within the workplace.
- **"Peer Educator"** refers to an employee who is trained to work with his/her peers, sharing information and guiding a discussion using his/her peer experience and knowledge.

4.20 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.

4.21 PURPOSE AND OBJECTIVES OF THE POLICY

4.21.1 PURPOSE

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

4.21.2 OBJECTIVES

The objectives of this policy are the following:-

- To provide prevention strategies and programmes to combat the spread of HIV, TB and STI'S.
- To Mainstream HIV, TB, STI's and gender programmes within the Provincial Administration.
- To protect the human rights of employees living with HIV, TB, STI's and improve access to justice.
- To create a non-discriminatory work environment for infected and affected employees in the Province.
- To sustain the health and wellness of employees through care and support services.

4.22 AUTHORITY OF THE POLICY

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

4.23 LEGISLATIVE FRAMEWORK

- 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) Management of Drug Resistant Tuberculosis in South Africa Policy
- f) Mental Health Care Act, 2002 (Act No. 17 of 2002) and regulations issued thereunder;
- g) Medical Schemes Act, 1998 (Act No. 131 of 1998)
- h) National Strategic Framework on Stigma and Discrimination
- i) National TB Infection Control Guidelines, June 2007
- j) HIV, TB and STIs National Strategic Plan, 2017 – 2022
- k) HIV, TB and STIs Provincial Implementation Plan, 2017 – 2022
- 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
- n) 90.90.90. Strategy on HIV and AIDS Management

4.24 SCOPE OF APPLICATION

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

4.25 POLICY PRONOUNCEMENTS

4.25.1 ROLES AND RESPONSIBILITIES

The HIV&AIDS, STI's and TB 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
Executive Authority	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
Accounting Officer	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	Oversees implementation of policies	Can approve amendments to policies relevant to the department in line with powers conferred by law or delegation

		delegation		
Executive Management/ Senior Management	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
Labour Organizations	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
Transversal EH&W Directorate	- Supports all branches (Departments) in the implementation of the policy; - Coordinate the consultation process during policy formulation.	Motivates for the approval of the policy to 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 of the implementation of policies
Departmental EH&W Directorate	Provide input during the policy formulation / review process.	None		Ensures 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
Employees	Provide input during the policy formulation/review process.	None		Implementation of the Policy

4.25.2 HIV, STI'S AND TB MANAGEMENT PROGRAMME ROLE PLAYERS

The following role players shall ensure that the HIV, STI's and TB management programme is implemented to ensure compliance NSP 2017-2022 measures:-

4.25.2.1 The Accounting Officer

The accounting officer shall provide the following services:-

- Ensure the implementation of this policy in the workplace.
- Designate a member of the Senior Management Service who shall become an HIV&AIDS, STI's and TB Coordinator responsible to champion the programme in the workplace.
- Ensure the provision of financial, human and physical resources for the implementation of Wellness programmes in the Department.
- Ensure compliance with legislation, regulations, standards and protocols during

the implementation of HIV, TB and STIs programmes.

4.25.2.2 HIV&AIDS and TB Coordinator

The coordinator is responsible for the following functions:-

- Coordinate the implementation of HIV & AIDS, TB and STIs management programme in the Department
- Plan, monitor and manage workplace HIV & AIDS, TB and STIs according to strategies, policies and budgetary guidelines.
- Initiate and facilitate employees' education and training sessions with regard to HIV & AIDS, TB and STIs
- Make provision for psychosocial support and counselling to individual employees and to their immediate family members who need such services.
- Analyze and evaluate data and communicate information, statistics and results to various stakeholders and management fora.
- Coordinate and monitor the activities of Peer Educators.

4.25.2.3 Peer Educator

The peer educator is responsible for the following functions:-

- Act as a focal point for the distribution of evidence-based and generic HIV&AIDS, TB and STIs promotional materials at the workplace.
- Take the initiative to implement awareness activities, or to communicate HIV&AIDS, TB and STIs information at the workplace.
- Act as a referral agent of employees to relevant internal or external resources for health support.
- Support employees on TB and/or ARV treatment to adhere to treatment (act as DOTS supporter /ARV Buddy).

4.25.2.4 Employees

- Take reasonable care for the health and safety of him / herself and other persons who may be affected by his / her acts or omissions.
- Obey universal precautions as laid down by the employer or any authorised person in the interest of prevention of HIV & AIDS, STI's and TB.
- Report as soon as practicable any unhealthy situation which comes to his or her attention, to the employer or to the HIV & AIDS and TB management coordinator.

- Contribute to the mitigation of the impact of HIV&AIDS and TB in the workplace

4.25.2.5 Labour Representatives

Labour representatives are responsible for the following:-

- Represent employees in Departmental EH&W committee meetings.
- Contribute in the development and review of HIV, TB and STIs policies.
- Make representation to the employer on agreed issues affecting the health and safety of employees at the work place.

4.26 HIV, STI'S AND TB PROGRAMME PRINCIPLES

4.26.1 TESTING AND DISCLOSURE

- Although HIV Counseling and Testing and TB screening will be encouraged, no staff member shall be required to test for work purposes.
- Testing at the request of the employee will be done with his/her written consent once appropriate counseling has been provided.
- Confidentiality regarding the HIV status of any employee shall be maintained at all times. Should an employee choose to disclose his/her status, written consent shall be given by the employee.

4.26.2 ACCESS TO SERVICES

Employees shall have access to preventive and therapeutic services within the comprehensive Employee Health and Wellness programme.

4.26.3 OCCUPATIONALLY ACQUIRED HIV AND AIDS

- Departments shall create a safe and healthy working environment for their employees to ensure that the risk of HIV and TB infections are minimized.
- If an employee reasonably suspects that he/she has been in contact with blood borne body fluids that might lead to the contraction of HIV as a result of his/her occupational responsibilities, the employer shall follow **Circular Instruction No. 183** of the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993) in ensuring that the employee receives all services to ensure proper management of the incident.

- If an employee has contracted TB or any other diseases in the line of duty, the condition shall be reported and managed in terms of the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993).

4.26.4 HIV,STI'S AND TB MANAGEMENT GOVERNANCE

- Departments shall participate in the Limpopo Provincial AIDS Council (LPAC) and any other structure within the LPAC.
- Departments shall participate during the development and review of the Provincial HIV, TB and STI'S Management Strategic Plan.
- Departments shall implement the Provincial HIV, TB and STI'S Management Strategic Plan.
- Each Department shall appoint an HIV and AIDS coordinator to monitor implementation of the HIV, TB and STI'S programmes.

4.26.5 HIV AND TB TESTING

Departments shall provide HCT screening and TB screening on site to ensure that employees have access to services to test and know their status.

4.26.6 STIGMA AND DISCRIMINATION

Departments shall ensure that employees are capacitated and empowered with human rights information to prevent stigma and discrimination in the workplace.

4.26.7 HEALTH PROMOTION AND EDUCATION

Departments shall implement the following measures:-

- Introduce appropriate education, awareness and prevention programmes on HIV, STIs, TB management and other chronic diseases for the employees in the Department.
- Create mechanisms within the workplace to encourage disclosure, acceptance, care and support for HIV-positive employees. Such mechanisms should preferably form part of a comprehensive employee health and wellness assistance programme or health promotion programme.
- Ensure that the health promotion and education programme includes an effective internal communication strategy in the workplace.
- Educate employees about the benefits of joining a Medical Aid Scheme.

4.27 MONITORING AND EVALUATION

Departments shall:

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

4.28 ENQUIRIES

All enquiries related to this policy shall be directed to the Transversal Employee Health and Wellness Programmes Unit.

SOCIAL CLUB POLICY

4.29 ACRONYMS AND ABBREVIATIONS

COID	Compensation for Occupational Injuries and Diseases
DPSA	Department of Public Service and Administration
EA	Executive Authority
EH&W	Employee Health and Wellness
HoD	Head of Department
IOD	Injury on Duty
SMS	Senior Management Services

4.30 DEFINITIONS

"Employee" means an employee as defined in the Public Service Act, 1994;

"Physical Wellness" means promoting the care of your body through sporting and leisure activities for optimal health and functioning.

"Immediate Family" means the spouse, biological parents, in-laws, adopted children and siblings of an employee.

"Social Wellness" emphasizes the positive and interdependent relationship with others and nature.

"Bereavement" is the period of grief and mourning after a death.

4.31 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. 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.

4.32 PURPOSE AND OBJECTIVES OF POLICY

4.32.1 PURPOSE

The purpose of this policy is to provide guidance for the creation of a quality work life through a healthy and responsive work environment in the provincial administration departments.

4.32.2 OBJECTIVES

- To enhance the health and well-being of employees for improved service delivery.
- To promote a healthy and balanced work life.
- To improve interpersonal relations and effective communication among employees.
- To promote team spirit, morale and cooperation amongst employees.
- To determine procedures to be followed in rendering support to staff members in the case of bereavement.
- To give guidelines on handling of farewell functions for employees who are leaving a department.
- To promote a healthy and balanced lifestyle to eliminate or minimize stress-related disorders and diseases.

4.33 AUTHORITY OF POLICY

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

4.34 LEGAL FRAMEWORK

- a) Constitution of the Republic of South Africa, 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) White Paper on Sports and Recreation, South Africa, 1996.
- e) National Sport and Recreation Act, 1998 (Act No. 110 of 1998)
- f) Public Service Act, 1994 (Proclamation 103 of 1994) and regulations issued thereunder;
- g) Mental Health Care Act, 2002 (Act No. 17 of 2002)
- h) Employee Health and Wellness Strategic Framework

4.35 SCOPE OF APPLICATION

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

4.35 POLICY PRONOUNCEMENT

- o All employees are eligible to participate in any approved sport, recreational codes, cultural activities and /or social club activities.
- o Participating in sporting and recreational activities is voluntary and participating during working hours shall be regarded as official if authorisation has been granted by the Head of Departments or delegated officials.
- o District officials may join sister Departments within respective districts during Wednesday sports practices. An attendance register must be kept by district managers for control purposes.
- o EHWP must assist in coordinating sporting activities and bereavement support in line with the Wellness Management Pillar outlined in the EHW National Strategic Framework.

4.35.1 ROLES AND RESPONSIBILITIES

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

Authority/ office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
----------------------	------------------------------------	-----------------	--------------------------	----------------------------

Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organisation	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
Transversal EH&W Directorate	• Supports all branches (Departments) in the implementation of the policy • Coordinate the consultation process during policy formulation.	Motivates 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 of the implementation of policies
Departmental EH&W Directorate	Provide input during the policy formulation / review process.	None	Ensures 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
Employees	Provide input during the policy formulation/review process.	None	Implementation of the Policy	

4.35.2 SPORT AND RECREATIONAL CLUBS

Departments must implement the following measures in relation to sport and recreation clubs:-

- Establish sports and recreational activities where different sporting codes and recreational performance can be introduced and employees afforded an opportunity to participate.
- Establish a sport and recreation committee to manage sport and recreational activities.
- Designate an SMS member to chair and oversee the activities of the committee.
- Encourage employees to participate in National and Provincial sports events that are officially coordinated by relevant government Departments.
- Organize Departmental sport and recreational events during wellness days.
- Provide First Aid Services during recreational events and the Employee Health and Wellness Programs Unit shall coordinate the provision of first aid kits.
- Encourage Strategic Business Units (SBUs) managers to organise activities that will build teams and promote the culture of team work including farewell functions
- Determine how funding of its social club activities will be raised to sustain the activities.
- Ensure that employees participating in sport and recreational activities obtain prior approval.
- Ensure that non-participants are not allowed to be spectators if events take place during working hours.

4.35.3 BEREAVEMENT SUPPORT

- Departments shall establish funeral committees whose responsibility shall be to coordinate any form of bereavement support to employees and their immediate families.
- Departmental EHW coordinators shall be responsible for provision of bereavement support services to affected employees and their immediate families.

4.35.4 RESOURCE PROVISIONING

Departments shall provide financial support to the approved Social Club activities

4.36 MONITORING AND EVALUATION

Each Department shall:-

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

4.37 ENQUIRIES

All enquiries related to this policy should be directed to the Transversal Employee Health and Wellness Programmes Unit.

SMOKING POLICY

4.38 ACRONYMS

AO	Accounting Officer
EA	Executive Authority
EH&W	Employee Health and Wellness
LO	Labour Organisation
LPG	Limpopo Provincial Government
OHS	Occupational health and safety
PSCBC	Public Service Coordinating Bargaining Council

4.39 INTRODUCTION

The Limpopo Provincial Government [LPG] as the employer recognizes the democratic values enshrined in the Constitution and the fundamental rights of employees and citizens to an environment that is not harmful to their health and wellbeing

The LPG recognizes that smoking causes harm to both smokers and non-smokers, and is therefore committed and recognizes the need to promote a safe, healthy and productive work environment for all its employees and visitors to government premises.

LPG endeavor to control the exposure of employees in the workplace, to the harmful effects of tobacco products in line with the Tobacco Products Control Act, 1993 (Act No. 83 of 1993).

The Regulations on Smoking of Tobacco Products in Public Places issued in terms of the Act also oblige an employer to have a written policy on smoking in the workplace.

4.40 PURPOSE AND OBJECTIVES OF THE POLICY

4.40.1 PURPOSE

The purpose of this policy is to prohibit, restrict and control smoking in the Provincial Government premises (hereinafter referred to as "the Offices") and promote employees' good health and well-being including the persons visiting the Offices in compliance with its legal obligations for a smoking policy in terms of the Act.

4.40.2 OBJECTIVES

The objectives of this policy are the following:-

- a. To provide employees and visitors with a safe and hazard-free work environment
- b. To educate all employees about the harmful effect of smoking and give advice, guidance and support where required to do so.
- c. To ensure that measures enshrined in the constitution, OHS Act and Tobacco Control legislation is complied with by Departments.

4.41 AUTHORITY OF THE POLICY

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

4.42 LEGISLATIVE FRAMEWORK

- Constitution of the Republic of South Africa, 1996\
- Tobacco Products Control Act, 1993 (Act No. 83 of 1993)
- Regulations on Smoking of Tobacco Products in Public Places, 2000 (Notice No. R975 of 29 September, 2000);
- Occupational Health and Safety Act, 1993 (Act No 85. of 1993).
- Public Service Act, 1994 (proclamation 103 of 1994) and Regulations issued thereunder

4.43 POLICY PRONOUNCEMENTS

4.43.1 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 department policies

Authority/ Office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organizations	Recommend the draft policy before submission.	None	Check whether the rights of employer and employee are justifiably served in terms	Monitor implementation

				of policy implementation.	
Transversal EH&W Directorate	- Supports all branches (Departments) in the implementation of the policy - Coordinate the consultation process during policy formulation.	Motivates 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 of the implementation of policies
Departmental EH&W Directorate	Provide input during the policy formulation / review process.	None		Ensures 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
Employees	Provide input during the policy formulation/review process.	None		Implementation of the Policy	

4.43.2 POLICY APPLICATION PROCEDURE

LPG shall ensure that the following compliance measures are adhered to in line with legislative mandates: -

4.43.2.1 PROHIBITION

- Smoking is prohibited in all government buildings (workplaces), unless there is a designated area for smoking.
- Each Department shall ensure that no employees smoke in their offices irrespective of whether they share an office or not. This is also applicable to any person visiting such offices.
- Appropriate smoking signage and notices should be displayed in all government buildings. This warning message should be displayed at the entrance of every government building indicating that **“NO SMOKING PERMITTED, ANY PERSON WHO FAILS TO COMPLY WITH THIS NOTICE IS GUILTY OF AN OFFENCE AND MAY BE LIABLE TO A FINE”**.

4.43.2.2 DESIGNATED SMOKING AREAS

- Departments as employers may designate a portion of the workplace as a smoking area. Smoking may only be allowed in an outdoor designated area.
- If the Department designated smoking area, the designated smoking area shall in all respects comply with regulation 3 of the Regulations on Smoking of Tobacco Products in Public Places, 2000 and Notice No. R975 of 29 September, 2000 issued under the Act.
- The designated area shall bear the sign **"SMOKING AREA"**, written in black letters, at least 2 cm in height and 1,5 cm in breadth, on a white background.
- The message **"SMOKING OF TOBACCO PRODUCTS IS HARMFUL TO YOUR HEALTH AND TO THE HEALTH OF CHILDREN, PREGNANT OR BREASTFEEDING WOMEN AND NON-SMOKERS, FOR HELP TO QUIT PHONE: 011 720 3145"** shall be displayed at the entrance to or in the designated smoking area.
- Departments shall provide notices and signs indicating areas where smoking is permitted and where it is not permitted
- Departments shall display warning signs where smoking is not permitted; the warning signs shall carry the warning: **"ANY PERSON WHO FAILS TO COMPLY WITH THIS NOTICE SHALL BE PROSECUTED AND MAY BE LIABLE TO A FINE"**.

4.43.2.3 ASSISTANCE TO SMOKERS

Departments shall recognize that smoking is an addiction and that while regulating smoking in the workplace, some staff members might find it difficult to adjust, every effort shall be made to assist smokers to adapt to conditions under this policy as follows: -

- Each Department shall ensure that employees who smoke use their lunch time to smoke in designated areas or make arrangements with their supervisors if the Departmental smoking policy permits short smoking breaks.
- Each Department shall ensure that smoking breaks allowed do not affect job performance (workflow processes).
- Each Department shall ensure that complaints and concerns submitted by non-smokers and smokers are addressed by Employee Health and Wellness unit.
- Each Department shall ensure that smokers are offered support services to stop smoking.

4.43.2.4 PROTECTION OF NON SMOKERS

Departments shall also recognize that non-smokers may experience challenges associated with smoke inhalation due to exposure from smoking by those who smoke in the workplace.

Departments shall implement the following measures to non-smokers:-

- Protect employees who do not want to be exposed to tobacco smoke in the through appropriate designation of smoking areas far away from Department building
- All non-smoking employees to object to tobacco smoke in the workplace without retaliation of any kind.

4.43.2.5 DISCIPLINARY MEASURES

Disciplinary action must be taken against any employee who violates this policy.

4.43.2.6 FINANCIAL IMPLICATION

The cost associated with the implementation of this policy shall be met from the individual Department's budget.

4.44. MONITORING AND EVALUATION

Each Department shall:

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

4.45 ENQUIRIES

All enquiries related to this policy should be directed to the Transversal Employee Health and Wellness Programmes Unit.

WELLNESS MANAGEMENT POLICY

4.46 ACRONYMS AND ABBREVIATIONS

AO	Accounting Officer	
DPSA	Department of Public Service and Administration	
EA	Executing Authority	
EAPA SA	Employee Assistance Professionals of South Africa	
EH&W	Employee Health and Wellness	
HoD	Head of Department	
PSCBC	Public Service Co-Ordinating Bargaining Council	
RoI	Return on Investment	
SMS	Senior Management Services	

4.47 DEFINITIONS

For the purpose of this policy, unless the context indicates otherwise, the following definitions are set out for the terms indicated below:-

- **Diseases 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.
- **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** is a Departmental committee constituted by the following the 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.
- **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.
- **Immediate Family** means spouse and children or as determined by the Department.
- **Mental Health** refers to a basic component of positive health and well-being. It refers to a variety of illnesses that affect our mental and emotional well-being. It is necessary to provide emotional and spiritual resilience to allow enjoyment of life and effective management of distress and disappointment.
- **Physical Wellness** promotes taking care of your body for optimal health and functioning.
- Provincial EH&W Committee refers to a Committee which serve as a vehicle of coordination, communication, collaboration, and consultation, aimed at establishing a harmonised communication of the Provincial EH&W policy guidelines.
This committee is constituted by all Departmental designated SMS members and it has a sub-committee (forum) constituted by Departmental EH&W coordinators.
- **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 our **beliefs and values** with our actions; it enhances the connection between mind, body and spirit.
- **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 (Webster). It promotes flexibility in the workplace to accommodate work, personal and family needs; which can result in benefits to organizations due to higher levels of employee satisfaction and motivation.

4.48 INTRODUCTION

The 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 recognises 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 2008 National EH&W Strategic Framework, step-by-step implementation guide and the Monitoring tool for Wellness management.

4.49 PURPOSE AND OBJECTIVES OF THE POLICY

4.49.1 PURPOSE

- The purpose of the policy is to regulate the Wellness management Programme in the Limpopo Provincial Government through the following:-
- Creation an organizational climate and culture that is conducive to employees' wellness and comprehensive identification of psycho-social health risk.
- Promotion of Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.
- Creation and sustainance of a healthy and productive workforce for quality service delivery.
- Promotion of the health and wellbeing of employees and their families through comprehensive wellness management programmes.

4.49.2 OBJECTIVES

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

- To improve on the provision of Disease management programmes and Mental health services;
- To promote Physical Wellness and healthy lifestyle practices amongst employees;
- To empower employees with life skills to manage life stressors

- o To strengthen the knowledge levels of individual employees and also help catalyze and reinforce behavior change practices.

4.50 AUTHORITY OF POLICY

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

4.51 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) Employment Equity Act, 1998 [No. 55 of 1998] as amended
- e) Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 [Act No. 4 of 2000]
- f) Public Service Act, 1994 [No 1994] as amended
- g) Mental Health Care Act, 2002 [No. 17 of 2002]
- h) The Medical Schemes Act, 1998 [No. 131 of 1998] as amended
- i) National Strategic Framework on Stigma and Discrimination;
- j) National Strategic Framework on Employee Health and Wellness Programmes of 2008 as amended in 2009.
- k) EAPA-SA Standards 4th Edition;
- l) Mental Health Care Regulations 14 February 2003;
- m) Public Service Regulations, 2001 as amended;
- n) White paper on Sports and Recreation South Africa 1998. Getting the nation to play.

4.52 SCOPE OF APPLICATION

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

4.53 POLICY PRONOUNCEMENTS

4.53.1 ROLE PLAYERS AND RESPONSIBILITIES

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

Authority/ office	Formulation & Drafting Policies	Policy Approval	Policy Implementation	Monitoring & Evaluation
Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organization	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

Transversal EH&W Directorate	• 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 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
Departmental EH&W Directorate	Provide input during the policy formulation / review process.	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
Employees	Provide input during the policy formulation/review process.	None	Implementation of the Policy	

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

4.53.1.1 The Accounting Officer

- Ensure the Development and implementation of Wellness management policy in the Department.
- Designate a member of SMS to champion Wellness programmes in the workplace.
- Ensure the provision of financial, human and physical resources for the implementation of Wellness programmes in the Department.

- Ensure that all supervisors play a key role in the promotion and implementation of Wellness services in the Department.
- Ensure compliance with legislation, regulations and standards during the implementation of Wellness programmes.

4.53.1.2 The Wellness Coordinator

- Plan, implement, monitor and evaluate Wellness services according to strategies, policies and budgetary guidelines.
- Provide wellness services to employees and their immediate family members through promotion of physical, social, emotional, occupational, spiritual and intellectual wellness of employees.
- Analyze and evaluate data and communicate information, statistics and results to various stakeholders and management structures.
- Promote work-life balance at the workplace.
- Provide information regarding nutrition.
- Oversee the functioning of the gymnasium and other physical and recreational activities in the workplace.

4.53.1.3 The Employee

- Utilize wellness management services provided in the workplace by the employer in order to improve personal quality work life.
- Conduct early identification and self-referral to wellness services in order to receive timely intervention.
- Co-operate with employer when assistance is being offered

4.53.1.4 The Provincial EH&W Committee

- Serve as a forum for coordination, communication, collaboration, consultation on issues pertaining to Wellness Management programme and other related programmes.
- Meet quarterly to discuss employee health and wellness policy matters.
- Measure consistently the impact of EH&W on productivity of the individual Departments.

- Contribute to EH&W policy formulation and review as well as research planning and implementation thereof.
- Ensure that the EH&W related information is cascaded to all levels in the Departments including relevant stakeholders.

4.53.1.5 Labour Union Representatives

- Represent employees in Departmental EH&W committee meetings.
- Contribute in the development and review of Wellness policies.

4.53.1.6 Employee Health and Wellness Departmental Advisory Committee

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

4.54 PRINCIPLES

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

a) Levels of employment.

The programme shall focus on all levels of employment, all Wellness services shall be accessible to all employees including their dependants.

b) Equitable Services

The Wellness services shall be responsive to the needs of designated groups such as women, older persons, people with disabilities and people living with HIV, STIs and TB.

All employees and prospective employees have the right to equality and to be protected from unfair discrimination in all employment policies and practices.

c) Coherence of Models, Programmes and Policies

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

d) 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.

e) Respect for human rights and dignity

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

f) 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 records should be kept in terms of the General file plan of each Department and classified according to the prescripts.

g) Gender and cultural sensitivity

Departmental Wellness programmes interventions shall be communicated in such a way that they are gender and culturally sensitive to the needs and concerns of all employees.

h) Access to information and Education

Information and education should be accurate and readily accessible to all employees in a language they understand.

i) Partnerships and referral

Continuity of care shall be promoted through partnership and referral to community resources and specialist

j) Alignment to national protocols

All prevention and treatment interventions should be aligned to relevant approved national protocols for treatment, care and support.

k) Voluntary Participation and Statutory obligation

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

4.55 WELLNESS MANAGEMENT PROGRAMME FUNCTIONS

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

a. PSYCHO-SOCIAL WELLNESS

- Develop and implement preventative and curative programmes to promote social, financial, spiritual, and intellectual wellness.
- Develop continuous professional development programme that will promote performance and the well-being of employees.
- Implement monitoring system to analyse trends e.g. debts rate in the Department.

b. ORGANIZATIONAL WELLNESS

- Collate and analyse leave (sick, special and vacation) to inform the planning.
- Develop and implement prevention programmes to deal with work related issues not limited to burnout, stress, discrimination, victimization, sexual harassment, workplace bullying and violence.

c. WORK LIFE BALANCE

- Contribute to the development of Flexible policy to accommodate work and personal needs to promote employee satisfaction and motivation.
- Establish child care and breast feeding facilities for employees based on the needs.
- Develop strategies for implementation of retirement programmes in the workplace.
- Contribute to the mainstreaming of gender and disability programmes in the workplace.

d. PHYSICAL WELLNESS

- Promote physical wellbeing through the establishment of fitness, exercise, and recreation facilities and programmes.
- Conduct awareness and education programmes for nutrition, weight control, medical intervention, life style and chronic diseases.
- Establish a database that indicates employees with lower stress levels; better focus; less accidents and less absenteeism.
- Put systems in place for dissemination of wellness information electronically and in print to all employees.

e) FINANCIAL IMPLICATIONS

The cost associated with the implementation of this policy shall be met from the individual Department's budget.

Each Department shall cost its Wellness operational plan utilizing the costing model as a guide for budgeting.

f) IMPLEMENTATION

Each Department shall develop an implementation plan for the policy, which shall incorporate monitoring and evaluation plan.

SECTION 5

LABOUR RELATIONS POLICIES

5.1 ACRONYMS AND ABBREVIATIONS

CCMA	Commission for Conciliation, Mediation and Arbitration.
DPSA	The Department of Public Service and Administration.
EA	Executive Authority
PSCBC	Public Service Coordinating Bargaining Council

5.2 DEFINITIONS

Terms	Description
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.
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).
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 a 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

5.3 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.

5.4 PURPOSE AND OBJECTIVES

5.4.1 PURPOSE

The purpose of this policy is to regulate labour relations matters within the Provincial Administration.

5.4.2 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.

5.5 SCOPE OF APPLICATION

This Policy must apply to the Limpopo Provincial Government, as the employer, and all employees.

5.6 PRINCIPLES

- a. Fairness;
- b. Objective decision-making;
- c. Professionalism;
- d. Accountability;
- e. Consultation; and
- f. Confidentiality

5.7 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).

5.8 AUTHORITY OF THE POLICY

This policy is authorized and issued by the EA for the Provincial Government of the Limpopo.

5.9 POLICY PRONOUNCEMENTS

5.9.1 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
Executive Authority	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
Accounting Officer	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
Executive Management/ Senior Management	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
Labour Organization	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
Transversal Labour Relations	Proposes policy formulation/review.	Motivate for the approval of the policy to the relevant authority	Provides support to all Provincial Departments on the	Supports units in all Departments, the Executive Authority/ Accounting Officer in monitoring &

	Coordinate the consultation process during policy formulation.			implementation of the policy.	evaluating / alternatively analysis implementation of policies
Departmental Labour Relations	Provide input during the policy formulation/review 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

5.9.2 LABOUR RELATIONS

5.9.2.1 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.
- (b) 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
- (c) 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.

5.9.2.2. 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.

5.9.2.2 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.

5.9.2.3 Employment equity and unfair discrimination

- (a) The Provincial Government –
 - (i) 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
 - (ii) must put in place, a policy or programme through which the Provincial Government must effect affirmative action;

5.9.2.4 Skills development

The Provincial Government must develop skills of employees and improve the employment prospects of persons previously disadvantaged by unfair discrimination.

5.9.2.5 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.

5.9.2.6 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.

5.9.2.7 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.

5.9.3 PRECAUTIONARY SUSPENSION

5.9.3.1 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.

5.9.3.1 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.

5.9.3.2 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;

5.9.3.3 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

5.9.4 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.

5.9.5 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-
 - o the number of employees who are to hold the picket;
 - o the location where the employees will hold the picket;
 - o methods of communication between marshals, employer and other relevant parties; and
 - o 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.

5.9.6 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.

5.9.7 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.

5.9.7.1 Composition of the Committee

The following must constitute the Committee:

- o Labour Relations Officers
- o Human Resources practitioners;
- o Employees in Integrity or Risk management;
- o Employee Health and Wellness Programme

5.9.7.2 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.

5.9.7.3 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.

5.9.7.4 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.

5.9.7.5 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.

5.9.7.6 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.

5.10 ENQUIRIES

Enquiries regarding this Policy must be directed to Labour Relations Transversal in the Office of the Premier.

6. DEFAULT

Non-compliance with all policies included in this manual shall be dealt with in terms of the Public Service Disciplinary Code and Procedures for Public Service.

7. INCEPTION DATE

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

8. REVIEW OF THE POLICY

These policies shall be reviewed after every 60 months (+5 years) or as and when may be deemed necessary by the EA;

The reviewed policies shall be discussed by the Coordinating Chamber of PSCBC in Limpopo Province (CCPLP) and approved/signed by the EA; and

The policies shall be terminated as when may be deemed necessary by the EA.

Premier: Mathabatha S

Date: _____

ANNEXURE A: SERVICE STANDARDS

TRANSVERSAL SERVICE STANDARDS

- Organizational Development & Job Evaluation
- Human Resource Management
- Human Resource Development
- Employee Health and Wellness Programme
- Labour Relations

ORGANIZATIONAL DEVELOPMENT & JOB EVALUATION

STANDARDS:

- Analysis of the submitted proposes organizational structures is completed within a month from the date of receipt.
- Proposed organizational structure is submitted to the MPSA for consultation purposes within two weeks depending on the availability of the Premier who signs it off
- Request for the evaluation of SMS posts are dealt with within thirty (30) days.

- Job Descriptions are dealt with within five days of receipt.
- Job Evaluation reports are screened within seven days of receipt.

HUMAN RESOURCE MANAGEMENT

TERMINATION OF SERVICE & EMPLOYEE BENEFITS

STANDARDS:

- A Persal report for age retirements is extracted in January each year.
- All employees who qualify for retirement due to age are retired at the end of the month of reaching the retirement age.
- Termination due to ill-health to be finalized within three months after receipt of medical certificates.
- Employees who retire because of old age are notified three months prior the last day of service.
- Resignations / discharges and abscondments are processed in five working days after receiving information.
- Notification on abscondment to be done within two days by the supervisor.
- Finance section is advised on payment of Leave gratuity within a day of the date of termination.
- Form **Z102E** is completed and sent to Pension Administration in five working days.
- Stopping of salary is effected within 24 hours upon receiving directive.
- Death benefits are processed within one working day after receipt of death certificate.
- Stop orders for homeowner allowances are processed within five working days upon approval.
- State guarantee is issued 5 working days after receipt of the application form.
- Financial institutions are informed 5 days after termination of service for state guarantee purposes.
- New employer to be informed of state guarantee within 5 working days after termination of service with current employer.
- Admissions, Additions / Cancellations of medical aid membership are done in two working days upon request.
- All other stop orders for employees are processed within two working days.
- Pay sheets are analyzed monthly to verify that only employed workers are remunerated.

LEAVE MANAGEMENT

STANDARDS:

- Correctness of leave credits is verified within a day before capturing on PERSAL system.
- Leaves/ leave forms are captured on PERSAL system within two days of receipt.
- Employees are informed monthly of their available leave credit days through pay slips.
- Circulars for accrued leave days issued within six (6) months before the expiry of the cycle.
- Auditing of leave days accrued prior to retirement or death is done within two (2) days.
- Leave files are audited daily upon request to pay gratuity.
- Deduction on leave without pay to be captured within three working days on PERSAL System.
- Denied leaves are taken to Finance section for payment in June month.
- Original leave forms are filed in SV file within 1 day of receipt.

RECRUITMENT AND SELECTION

STANDARDS:

- Only candidates on the short list will be contacted within 3 months
- Advertisement for posts is open for a maximum of 30 days for candidates to respond
- Appointment of successful candidate is finalised within 60 days after closing date
- Successful candidate is notified within 5 working days after approval of the recommendation.
- Unsuccessful candidates are notified within 14 days after confirmation of the appointment of a successful candidate
- Admission to Pension Fund is processed in five working days after appointment.

TRANSFERS AND TRANSLATIONS

STANDARDS:

- Translations and Transfers are done upon request by the various units within 5 working days.
- Decision by the HOD or his/her delegate is done within 3 working days.
- All decisions are communicated to the relevant units within 3 working days.
- Resettlement costs are processed in five working days upon receipt of the relevant approved documents

HUMAN RESOURCE DEVELOPMENT

BURSARY MANAGEMENT

STANDARDS:

- Period for receiving new bursary applications is between 1st August to the 31st October each year.
- Acknowledgement of receipt of application is done in five working days.
- It takes ten working days to update and prepare schedules for selecting committee.
- The schedule is forwarded to a selection committee at the end of November each year.
- A Selection committee meets on the 1st week of December each year to determine departmental needs and recommend to HOD for approval.
- The individuals complete contract documents during the last week of January each year.
- It takes one working day to verify results and statement of account.

TRAINING AND DEVELOPMENT (GENERIC)**STANDARDS:**

- Invitation for nominations and pre-course evaluation forms are issued two working weeks before a course starts.
- Nominations and pre-course evaluation forms from supervisors are submitted in two working days after receiving invitations.
- Supervisors give performance feedback three months after attendance of a course, and then HRD visits the candidates within two working weeks.
- Payment for bursaries are made annually before end of April
- Invitation for nomination requested by the Office of the Premier is done five working days before the course is offered.

ABET / AET**STANDARDS:**

- Names are submitted to an Assessing Authority (Department of Education) in two working weeks before assessment and placement.
- Attendance duration is a minimum of six hours per week.

- HRD monitoring is done four times a year (during opening and closing as per School calendar) and during the process when required. The items to be monitored are facilities and equipment and sustainability of the programme.
- Intervention is through monthly meeting with the Department of Education.
- HRD receives results at the end of each year and process further interventions within a week.

LEARNERSHIP AND INTERNSHIP

STANDARDS:

- Interns and Learners at a minimum of 5% of the Departmental establishment are placed by April each year OR every two years.
- An advertisement for the Interns/Learners is done annually in February each year OR every two years.
- Interviews are held second week of March each year.
- Interns are placed in respective units in April each year OR every two years.
- Interns are assessed quarterly through Performance Management System.
- Testimonials are prepared for each intern within a day upon request.
- Interns will be awarded certificates of service on completion of the program within a month upon completion.

EMPLOYEE WELLNESS PROGRAMME

STANDARDS:

- EWP Committee meets once quarterly discuss Employee Wellness related issues
- EWP Departmental coordinators report progress to the committee quarterly.
- Internal evaluation of the EWP is done annually.
- External evaluation of EWP is done after two years.
- Confidential EWP records are classified and kept safely on daily basis.
- In case of emergency, clients are attended to within 2 days
- In case of trauma, clients are attended to within 3 days.
- Other referrals are attended to within 5 working days.
- Feedback to the formal referral source given monthly.
- Marketing and promotion of Employee Wellness Programme is done monthly.

OCCUPATIONAL HEALTH AND SAFETY (OHS) & COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES (COID)

STANDARDS:

- Health and safety representatives are trained within three months after appointment.
- Awareness campaigns on COID and OHS are held by March each year.
- Evacuation plan is displayed and communicated at all times.
- Mock drill is conducted in all workplaces by March each year.
- Identified employees are trained on First aid and fire fighting within three months of appointment.
- Protective equipments and clothing are provided by March each year.
- Assessment of risks is done quarterly.
- Health and Safety representatives report occupational injuries and diseases to the coordinator at all times.
- Departments compile statistical data on occupational injuries and diseases quarterly
- Fatal cases are reported to Department of Labour within a day of receipt of information.
- Critical and fatal cases are reported telephonically to the Office of the Compensation Commissioner within a day of receipt of information
- Notify National treasury within two working days after receipt of the Award from Office of the Compensation Commissioner.
- Payment of medical expenses is done within a month of receiving authorization from Office of the Compensation Commissioner.

LABOUR RELATIONS

MISCONDUCT CASES SERVICES

STANDARDS:

- Misconduct transgressions are recorded in the register within one (1) working day of receipt.
- The investigating officer is appointed within five (5) working days after the case is reported.
- Charges are formulated within 30 days of the appointment of the investigating Officer.
- The chairperson/presiding officer is appointed within 5 (five) working days after receiving the report from the investigating officer.
- The investigating officer/employer's representative gives the employee (alleged offender) a notice of disciplinary hearing within five (5) working days before the hearing.
- The disciplinary hearing is held within 10 (ten) working days after the notice is delivered to the employee/alleged offender.
- The chairperson/ Presiding Officer communicates the final outcome of the hearing to the employee within 5(five) working days of the conclusion of the hearing.

LABOUR DISPUTES – GRIEVANCE PROCEDURES

STANDARDS:

- Grievances are registered within one (1) working day of receiving representations from an aggrieved employee.
- Investigating officers are appointed within five (5) days of receiving the grievance/complaint from the aggrieved employee.
- Investigating officer conducts and concludes the investigation within 14 days of appointment.
- Investigating officer submits a report with recommendation on how the grievance should be disposed of within five (5) days of concluding the investigations.
- Aggrieved employees are informed of the decision and reasons for the decision within 7 working days of receiving a report from the investigating officer.
- Notices of conciliation/arbitration hearings received from the Commission for Conciliation, Arbitration and Mediation (CCMA), Public Service Coordinating Bargaining Council (PSCBC) and the general Public Service Sectoral Bargaining Council (GPSSBC) are registered within one (1) day of receipt.
- The employer's representative in conciliation/ arbitration hearings is appointed within (3) days after the receipt of the notice of conciliation / arbitration hearings.
- The employer's representative investigates the cause / origin of the dispute and report to management within five (5) days of appointment to secure mandate of handling the dispute.
- The employer's representative communicates the outcomes of conciliation / arbitration hearing within five (5) days of the conclusion of the hearing.
- All departments submit statistical reports to the Office of the Premier monthly.
- A consolidated report on statistics is submitted to management within five (5) days after every month end.

ooOoo
The End