

HUMAN RESOURCES AND MANAGEMENT POLICY AND PROEDURE



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1. PURPOSE

This policy manual is designed to provide accurate and timely information on All Nations Bible Institution & Projects human resources policies relating to employees and their relationship with the council. The policy gives guidelines with regard to human resources management practices for full-time, fixed contract and temporary employees of All Nations Outreach Christian Council in accordance with applicable South African Labour Laws.

2. DEFINITIONS

- **"approved medical scheme"** Shall mean any Medical Scheme approved by the Employer
- **"breach of contract"** Shall mean the failure of an individual Employee or Group of Employees or the Employer to comply with the terms and Conditions of Services
- **"commencement date"** Shall mean the date contemplated and approved by the company ;
- **"conditions of services"** Shall mean any condition, regulation, including Fringe Benefits, that governs the relations between the Employer and its Employees as contained in this document and its Annexures;
- **"Contract employee"** Shall mean a person in a post on the staff establishment of the Employer. Who is not a permanent Employee, and whose employment with the Employer is governed by a contract of employment;
- **"disciplinary code"** Shall mean a set of guidelines for Management in carrying out disciplinary actions set out in Part of these Conditions of Services;
- **"dismissal"** Shall mean the termination of an Employee's employment with the Employer at the instance of the Employer;
- **"dispute"** Shall mean an unresolved issue between Management and an individual Employee or Group of Employees;
- **"Emergency work"** Shall mean any work to be done without delay in respect of the interruption of essential services, or arising from a fire, an accident, a mishap, a storm, an epidemic. An act of violence, theft, the failure of equipment or machinery or and other unforeseen event or work in connection with repairs to equipment and machinery which cannot be done during working hours.
- **"employee"** Shall mean a Permanent Employee or a Contract Employee of the Employer;
- **"employee representative"** Shall mean any person representing an Employee and shall include a registered trade union;
- **"employer"** Shall mean the All Nations Bible Institution & Projects;
- **"financial year"** Shall mean **January** until **December** of each year;
- **"fringe benefit"** Shall mean any benefit for which, a monetary contribution is made by the Employer to a scheme or a Fund on behalf of the Employee;
- **"gross misconduct"** Shall mean certain actions in breach of the Employer's Rules and Regulations, which are deemed to constitute valid reason for summary Dismissal;

- **"gross negligence"** Shall mean failure to adhere to or to execute work according to the Employer's standards and /or regulations, such failure being perceived by the Employer as potentially prejudicial to its interest;
- **"incompetence"** Shall mean failure or inability to maintain laid-down work standards;
- **"leave"** Shall mean approval for an Employee to be absent from service and for which application was made in the prescribed way;
- **"permanent employee"** Shall mean a person who has been appointed in a permanent full-time capacity to a post on the staff establishment of the Employer, excluding a Contract Employee;
- **"public holiday"** Shall mean a Public Holiday as determine in the Public Holidays Act, 1994 (Act 36 of 1994) and any other day designated as such by the Employer;
- **"remuneration"** Shall mean the salary or wage paid to an Employee and also any allowances and other benefits;
- **"salary"** Shall mean the money paid to an Employee, excluding any allowances and other benefits;
- **"sick leave cycle"** Shall mean a period of every 3 years calculated from the date on which an Employee assumed duty;
- **"working day"** Shall mean every day on which an Employee is required to work according to the service requirements applicable to his post;
- **"working time"** Shall mean the hours which an Employee is required to work according to the service requirements applicable to his post;

In these Conditions of Service, unless inconsistent with, or otherwise indicated by the context, words importing the masculine gender shall include the feminine and vice versa and words importing the singular shall include the plural and vice versa;

3. SCOPE

This policy applies to all permanent, fixed-contract and temporary staff within All Nations Outreach Christian Council

4. POLICY APPLICATION

4.1 RECRUITMENT, SELECTION AND APPOINTMENT

The overall aim of the recruitment and selection process is to attract, obtain and retain people with required competencies at competitive and marker related cost in order to satisfy the human resource needs of the All Nations Outreach Christian Council. Recruitment is also attuned to establishing a positive image of All Nations Outreach Christian Council as an employer in the government.

4.1.1 FAIR AND EQUITABLE RECRUITMENT

All posts on the establishment of All Nations Outreach Christian Council shall be equal opportunity positions. This includes, inter alia, the requirement that candidates be employed purely on the basis of job related requirements, personal attributes, competencies and abilities, and that individuals must be given opportunities to be recruited i.e. recruitment action strategic and targets must be taken into consideration when recruiting candidates.

4.1.2 RECRUITMENT SOURCES

Recruitment activities are dependent on the human resource requirements as identified through human resource plans. The choice of media for recruitment purpose should comply with the requirements of the Labour Relation Act, 1995. Internal sources of recruitment (where possible) should be considered, since it is cost effective and serve as motivation for existing employees. External recruitment may be undertaken by means of advertisements. Career exhibitions and Visits to schools, Universities, etc. can also be considered for certain target groups.

4.1.3 RECRUITMENT PROCEDURE

4.1.3.1 DETERMINE NEED TO FILL A VACANCY

When a vacancy is identified, the following factors should be taken into consideration:

- Budget constraints;
- Reservation of vacancy for candidates still in training;
- Redeployment possibilities

4.1.3.2 IDENTIFY SOURCES OF RECRUITMENT

It is recommended to first establish (where possible) whether suitable candidates are available internally by means of an internal advertisement. If suitable candidates are identified internally, clear consultation should take place prior to any offer for employment being made.

4.1.3.3 ADVERTISE POSITION

When a vacancy occurs, All Nations Outreach Christian Council must fill in employment requisition form within days of the notice of the vacancy and it will be circulated internally and / or advertised externally in the press, and interested employees and applicants will be considered for appointment. All Nations Outreach Christian Council must ensure that circulated vacancies are brought to the attention of the staff. To

ensure a diverse pool of candidates, advertisements should be placed in the appropriate media if no internal candidates could be identified. The means of attracting applicants or the wording of advertisement should be compiled carefully so as not to constitute direct or indirect discrimination. All Nations Outreach Christian Council requests the HR, in writing, to advertise a vacant position.

4.1.4 SELECTION AND APPOINTMENT PROCESS

4.1.4.1 SELECTION COMMITTEE

a QUALITIES

- Confidentiality (Treat all information discussed during the selection process as confidential)
- Impartiality (Equal of fair treatment of all candidates)
- Consistency (Application of the same set of criteria to each candidate)
- Objectivity (Deal with facts)

b COMPOSITON

- It must consist of at least 4 members and a maximum of 8 members
- The members must be employees of grading higher than the grading of the post to be filled and should be representative in terms o gender as well as a employee representative
- Chairperson must be the **represented** if not available he / she must appoint as acting chairperson in writing.
- In case of he managerial position the Director or His/her appointee must serve as a chairperson
- **The director** should provide advisory to the panel members during the selection process
- Members of the committee will have observer status during short-listing and interviews.

4.1.5. GATHERING APPLICATION DATA

Application information must include all relevant data, such as:

- Curriculum Vitae
- Certificate personal documentation;
- Certificate educational certification,
- References from previous employers.

False information furnished by an applicant in his/ her application for a vacancy, shall disqualify him/her and make him / her liable so summary dismissal, should he /she be appointed.

4.1.5.1 SCREENING

Employees and applications for vacant positions shall undergo any screening tests (relevant to the inherent job requirements) required by All Nations Bible Institution & Projects. Those being screened will take part in all tests at their own responsibility.

The result of any screening test is strictly confidential. A person shall not be considered for appointment, unless he /she has reached the age of sixteen (16) years and complies with the required qualifying requirements as stipulated in the advertisement . The appointment or retention of the services of any employee older than the compulsory retirement age of 65 shall be approved annually by All Nations Bible Institution & Projects, subject to the submission of a satisfactory medical report and a recommendation by the relevant Legislation.

4.1.5.2 SHORT LIST

When compiling the short-list, a healthy balance should be struck between the data provided by the application and the job requirements. In the absence of imperative documentation (e.g. Senior Certificate), careful consideration should be given to the short -listing of such candidates. It is unethical to promise a job prior to the finalization of the recruitment of the selection process. Under No circumstances should a job offer be made at this stage.

4.1.5.3 UNDERTAKE SELECTION (ASSESSMENT AND PANEL INTERVIEWS)

The assessment results should not be the only tool used to decide on the best candidates for a position, but should form part of the selection process and be utilized during the final decision - making phase.

The panel members and / or a maximum of two (2) employees assigned by the All Nations Bible Institution & Projects concerned, who occupy posts at a level not lower than salary group of the grading scheme, may attend the interview. However, the All Nations Outreach Christian Council may leeway if he/ she deem it necessary in the interest of the company. Impressions gained during the interview should be clearly documented and stored for future reference. "

4.1.5.4 COMPETENCE FOR APPOINTMENT

Prior to appointment, a successful applicant shall furnish satisfactory proof (Certified Copies) of his/ her Date of Birth, Academic or Educational Qualifications, Identity, and any other relevant documentation as may be required. Nobody shall be appointed to the services of All Nations Outreach Christian Council he / she comply with the legal requirements applicable to such an appointment.

4.1.5.5 APPOINTMENT

A written offer of employment (including conditions of services) must be made to the successful candidates and his / her formal (written) acceptance thereof, obtained, ensuring that all logistical arrangements regarding date, time and place of assumption of duty are clear. All employees shall be issued with an identity and / or access card (where applicable), which shall be carried at all times. The identity and access card shall remain the property of All Nations Outreach Christian Council and should employees lose the card, he / she shall be responsible for paying the costs for its replacement. An employee shall furnish his/ her permanent residential address, as well as that of his / her next of kin, to All Nations Outreach Christian Council in writing and any changes thereof.

4.1.5.7 SALARY ON APPOINTMENT OR PROMOTION

Appointment shall be made according to the qualifications and experience of the applicant, at a notch within the prescribed salary scale, provided that, if a successful applicant claims a higher notch than the starting notch of a particular salary scale, the salary notches of the existing employees occupying similar positions in the relevant department/section/division, shall be taken into consideration. If an existing employee is promoted, he/she salary shall be adjusted to the minimum notch of the salary applicable to the position of promotion, provided that such salary adjustment shall be equal in salary to at least one notch of the salary applicable to him/her prior to the promotion.

4.1.5.8 APPOINTMENT NOTCH OF EMPLOYEES NOT COMPLYING WITH THE MINIMUM QUALIFICATION REQUIREMENTS

Successful external applicants shall be appointed at the starting notch of the salary scale attached to a particular position, without any further advancement on the scale, until such applicant complies with the minimum requirements. The promotion of employees in the service, who do not comply with the minimum qualifications, shall be dealt with according to the same principles as above.

4.3.6 RECRUITMENT AND SELECTION PROCEDURE

STEP	EVENT
STEP 1	POSITION BECOME AVAILABLE
STEP 2	VERIFICATION OF JOB SPECIFICATION
STEP 3	ADVERTISEMENT

STEP	EVENT
STEP 4	INTERVIEWING
STEP 5	SELECTION
STEP 6	CONTRACT OF EMPLOYMENT
STEP 7	PROBATION
STEP 8	END OF PROBATION REVIEW

4.4 CONDITIONS OF SERVICE

4.2.1 "AUTHORITY"

"Authority to determine, amend or depart from Conditions of Service The Employer may, at any time, with due regard to any existing rights of an Employee and after duly negotiating and reaching agreement with Employee Representatives, amend the Conditions of Service determine other conditions and repeal, amend or replace any of the existing conditions.

4.2.2. "APPLICATION OF THE CONDITIONS OF SERVICE"

The Conditions of Service and any amendment thereto approved from time to time will be applicable to all Permanent Employees appointed by the All Nations Bible Institution & Projects

4.2.3. "COMMENCEMENT OF THESE CONDITIONS OF SERVICE"

These Conditions of Service will come into effect on All Nations Bible Institution & Projects and will replace any other documents previously approved.

4.2.4. "DELEGATION OF AUTHORITY"

The **Director** may delegate the authority conferred upon him/her to another person. The responsibility delegated will be exercised in accordance with the instructions of the **manager**.

4.2.5. "THE CREATION, GRADING AND ABOLISHMENT OF POSTS"

The Employer reserve the right to the creation, grading and abolishment of posts as may be required from time to time.

4.2.6. "APPOINTMENT AND OBLIGATIONS"

- All Employees shall provide All Nations Outreach Christian Council with their telephone numbers and residential addresses.
- No Employees shall remove any equipment from their offices without the prior consent Of All Nations Outreach Christian Council.
- No Employee shall abuse equipment of staff of All Nations Outreach Christian Council or utilize such for personal purposes.
- No Employee shall abuse perform or engage to perform remunerative work outside the service without permission of the Manager.
- All Employees will commit themselves to Emergency Work.
- An Employee shall at all times inform the Employer as soon as possible if he is unable to report for duty.

4.2.7. "REMUNERATION"

The remuneration of Permanent Employees shall be determined in consultation with Employees Representatives.

4.2.8. "LEAVE"

Application for Leave must be made on the prescribed form and approved by the All Nations Outreach Christian Council before the Employee may go on leave.

4.2.8.1. "ANNUAL LEAVE"**4.2.8.1.1 Calculation of Annual Leave**

A permanent Employee who enters the service of the Employer after the Commencement

Date is entitled up to **15** Working days Annual Leave during each leave year, $\frac{1}{2}$ day for every **30** days worked or hour for every hour worked. Annual Leave will be calculated for each Permanent Employee as per the date of appointment: A Permanent Employee will accumulate Annual Leave monthly starting on the day of appointment. Annual Leave will be taken within **three** months after qualifying thereof. Permanent Employees are allowed to accumulate their allocated Annual Leave up to a maximum of **15** working days.

4.2.8.1.2 "PAYMENT OF ANNUAL LEAVE"

When an Employee's service with the Employer is terminated, he / she will be paid the cash value of the Annual Leave standing to his credit.

4.2.8.1.3 "ENCASHMENT OF ANNUAL LEAVE"

An Employee may Encash Annual Leave standing to his/her credit, subject to the following conditions:

- He /She must have at least 1 year of service.
- Encashment is only permitted once annually.
- Not less than 5 days may be Encash.
- At least 50% of the Annual Leave accrued in the particular year must remain to the credit of the Employee.

4.2.8.1.4 "GRANTING OF LEAVE"

Application must be made in advance equal to the period of Annual Leave to be taken. Subject to consultation with the Employee, the Employer may change or withdraw Annual Leave already granted.

Where an Employee falls ill during the period of his /her Annual Leave, such Annual Leave, or a part thereof, as the case may be reverted to sick Leave if a medical certificate containing the required information as contemplated.

4.2.8.1.5 "UNPAID LEAVE"

The Employer shall grant an Employee Unpaid Leave to a maximum equivalent to the annual leave allocation subject to the following conditions:

- Application must be made in advance equal to the period of leave without salary to be taken.
- Subject to consultation with the Employee, the Employer may change unpaid leave already granted.
- Unpaid leave may not be consecutively with Annual Leave.

4.2.8.2 "SICK LEAVE"**(With Remuneration)**

Permanent Employees are allowed 36 Working Days Sick Leave during a period of 36 weeks (3 Years). Sick Leave in credit after a three year cycle will not accumulate. If an Employee is absent from duty for a continuous period of 3 days or longer owing to illness, he / she hands in a satisfactory certificate signed by a medical practitioner, dentist or psychologist which contains the following information:

- ✚ A statement that the Employee is not capable of performing his duties;
- ✚ The period necessary for recuperation ; and

✚ Registration number of Medical Practitioner.

The Employer may require the submission of a certificate in respect of absence due to illness for a period shorter than 3 days, where the record of the Employee indicates possible abuse of sick Leave.

Subject to the above, sick Leave, with Remuneration or without Salary in respect of which a certificate is not submitted, may be granted only for 10 Working Days during any calendar year and any further absence will be covered by the granting of Annual Leave with remuneration, if available or without Salary.

Subject to an enquiry, the Employer may refuse to grant Sick Leave with Salary in respect of which a certificate is not submitted may granted only for 10 working Days during any calendar year and any further absence will be covered by the granting of Annual Leave with Remuneration, if available or without Salary.

4.2.8.3 LEAVE CYCLE

The Leave Cycle should be in line with the assumption of duty period.

4.2.8.3.1. EXAMINATION AND STUDY LEAVE

Examination and study leave with full Remuneration will be granted to an Employee subject to the following conditions:

- For every day on which he writes an examination in respect of a course of study approved by working day will be granted.
- One additional working day will be granted for preparation for the examination.
- The examination roster must be included with the submission of the Examination and study leave application, **two weeks** before the leave is to be taken.
- Results of the examination must be submitted to the All Nations Outreach Christian Council as soon as the results are available, but not later than 3 months after the examination was written. In cases where the examination were not written, the Examination and Study Leave will revert to Annual Leave unless a medical certificate is provided, in which case Sick Leave may be granted.

4.2.8.4. "LEAVE FOR MEDICAL TREATMENT IN LARGE CENTRES"

An employee may be granted up to two days special leave per family member (including himself / herself) per year to enable them to undergo medical examination or medical treatment in larger centres.

4.2.8.4.1 THE MEASURE IS SUBJECT TO THE FOLLOWING PROVISIONS:

- A written recommendation by a medical practitioner must be furnished;
- The recommended medical examination or treatment is not available at the employee's headquarters;
- The employee has to travel a distance of 100 kilo-meters or more per single journey;
- The granting of a concession to cover the absence is impractical.
- The special leave is not transferable between family members, nor may it be accumulated.

4.5 MATERNITY LEAVE**"POLICY"**

The All Nations Outreach Christian Council complies with both the letter and the spirit of the Basic Conditions of Employment legislation relating to maternity rights and provisions. The employer shall grant employees maternity leave for a period not exceeding 4 (four) months.

Maternity leave shall be paid at a rate of 100% of such an employee's normal salary for a period not exceeding 3 (three) months for employees with one year's service or more. Employees, who have been in the services of the **period** for less than one (1) year at the commencement of maternity leave, shall qualify for unpaid leave where the provision of the UIF on maternity leave benefits shall apply. The maternity leave shall commence with four (4) weeks prior to the employee's expected date of confinement and shall not expire for at least six (6) weeks after the date of confinement.

When an employee returns to work at the end of the maternity period, the following conditions will apply:

- The employee will be guaranteed her job at the same rate of pay;
- If a restructuring exercise has taken place in her absence, a similar job at the same rate of pay will be provided at the same terms and conditions.
- The employee will be expected to work back the period of paid maternity leave actually taken in circumstance where resignation after such leave is contemplated, failing which The employer shall exercise legal resource for the recovery of monies paid in lieu thereof.

4.3.2. "SCOPE"

This Policy Applies To All Female Employees Excluding Casual Employees.

4.3.3. "RESPONSIBILITY"

Managers Must Ensure That All Female Employees Are Informed Of Their Entitlement To

Statutory Maternity Rights And Ensure That Those Rights Are Understood By All Employees.

4.3.4. "PROCEDURE"

- STEP 1:** The Employee Writes To Her Manager Following Confirmation Of The Pregnancy (With A Copy Pf The Letter Forwarded To The Human Resource Unit)
- STEP 2:** If The Human Resource Unit Has Not Been Alerted To The Situation, The Manager Should Forward A Copy Of The Letter.
- STEP3:** The Manager Considers The Need For A Temporary Replacement Ad Liaises With The Human Resource Unit.

4.3.5. "STAGE"

Although Managers have no active involvement in the procedure, to enable them to answer questions from their staff, detailed below is a guide to the sequence of events for all employees:

- The employee writes to the Manager with confirmation of pregnancy.
- The Manager / Employee inform the Human Resource Unit.
- The Human Resource Unit calculates the entitlement to statutory maternity leave.
- The Employee advises the Human Resource Unit of the expected date of confinement.
- The Human Resources Unit informs the employee in writing of the statutory entitlements and enclosing maternity guidelines.
- The Human Resources Unit contacts and speaks to the employee to answer any questions.
- The Employee writes to the Human Resource Unit confirming the starting date of maternity leave at least 21 days before commencement.
- The Employee advises the Human Resource Unit of the birth of the child.
- The Human Resources Unit writes to the employee seven (7) weeks after the birth requesting confirmation of intent to return to work.
- The Signed copy is returned by the employee.
- The Employee writes to the Human Resources Unit giving at least 21 days notice to return to work, return to work should be no later than the end of 8 to 20 weeks from the birth of the child commencing with the week in which the child is born.
- The Employee returns to work
- The terms and conditions are revised if appropriate

4.3.6. "MATERNITY LEAVE AND RETURN TO WORK"

The rights to maternity leave and return to work are subject to the following conditions:

- The employee must continue to be employed by the All Nations Outreach Christian Council up to the 4th (fourth) week before the expected week of confinement.
- The Employee must submit to the All Nations Outreach Christian Council in writing of the intention to take leave of absence due to pregnancy and the intention to return to work; notice must be given 21 days before the start of the absence or as soon as practical.
- The Employee must submit to the All Nations Outreach Christian Council certificate of expected date of confinement.

4.3.7. "STATUTORY MATERNITY PAY"

"INABILITY TO DO THE JOB"

If for any reason connected with the pregnancy, the employee is not capable of performing the job, the Human resource Unit must be informed immediately. The employee is protected by the Maternity provisions of the Employment Legislation and the All Nations Outreach Christian Council must try to offer another job that would be suitable and which would be on terms and conditions that would not be substantially less favorable.

"TEMPORARY REPLACEMENT"

Manager who need to find a temporary replacement for an employee on maternity leave, should forward an Employment Requisition letter to the Human Resources unit. Replacement employee's recruited form within the original positions when the absent employee returns to work. If the original position no longer exists a suitable alternative will be found.

The temporary replacement from outside the All Nations Outreach Christian Council must be advised in writing on engagement that their fixed term contract will be terminated if the absent employee returns to work.

RETURN TO WORK

The employee may return to work within not earlier 6 (six) weeks after giving birth. The Human Resources Unit will write to the employee not earlier than 7 (seven) weeks after the date of confinement for confirmation of intent to return to work. The employee must reply within 14 days.

The date of return may be postponed by up to 4 (four) weeks on medical grounds by the employee. The centre may also postpone by 4 (four) weeks, but the employee must be given the reason for the decision.

"STILL BIRTHS AND MISCARRIAGES"

An employee who has a miscarriage or bears a stillborn child is entitled to maternity leave for six (6) weeks after the miscarriage or stillborn, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillborn.

"ADOPTION"

The centre shall grant paid maternity leave for the purpose of adoption in terms of the legally prescribed adoption procedure. Paid maternity leave shall commence on the date when custody is taken of the child. Such maternity leave shall expire after eight (8) weeks if the age of the child is six (6) months or younger.

4.6 STAFF INDUCTION**4.4.1 PURPOSE**

The policy aims to facilitate the introduction of a new employee into the centre. Employment and familiarize them into the activities, goals, and objectives of the centre. The importance of induction is to ensure that the new recruit not only understands the way the Centre works and how his / her job is organized, but also to embody the culture.

4.4.2. POLICY

All new staff must be properly inducted upon joining the centre. It is the responsibility of the centre to ensure that each recruit is appropriately inducted on the job and HR Policies, respectively. The essential components of the induction programme are as follows:

- Exposure to the vision and mission
- Exposure to the operational Structure
- Discussion regarding the contents of the contract of employment
- Discussion regarding the contents of the HR Policies
- Meeting firstly the Manager
- Meeting secondly the people in his / her department/section/division
- Meeting thirdly people in the immediate work vicinity
- Understanding the code of conduct
- Understanding the requirement of the probationary period
- Discussions regarding procedures in the department/section/division
- Finally, agreeing to key results areas and performance standards at the end of the probationary period.

Each Department manager and the HR Manager must ensure that the new recruit is taken through any induction programme within 5 working days of him/her commencing duties.

4.5 PROBATION POLICY

4.5.1 POLICY

All permanent employees, with the exception of the management shall be appointed on probation for six (6) consecutive months, except in cases of promotion. The induction process should be viewed as an integral part of an employee's probationary period. If, after the expiry of an employee's probation period, the Manager is convinced that the employee is suitable for the post he / she occupy, the appointment shall be confirmed by the Manager. If the confirmation of the permanent appointment of an employee appointed by the company is not recommended, the HR shall recommend in writing to the applicant that either, he/ she:

- Extend the probationary period of the employee by a maximum of two (2) further periods, neither of which may exceed three (3) months.
- Terminate the service of such employee, subject to the stipulations of paragraphs 8 and 9 of Schedule 8 of the Labour Relations Act, (Act No.66 of 1995)

During the probationary period the Manager will:

- Agree to objectives with the new employee in relation to his / her position
- Review on at least two occasions the performance of the new employee, i.e after three (3) months and thereafter at the end of six (6) months,
- Ensure that, where training and development plan as appraisal, that where training and development is identified before and during the Mid-Term appraisal, an agreed to Development plan as enshrined in the WSDP (Workplace Skills Development Plan) to enable the probationer to improve on his / her performance prior to the final appraisal;
- The performance reviews will be formed and will be recorded on the Mid-Term and final probation progress Report for the employee's file.

4.7 STAFF APPRAISAL

4.5.1 PURPOSE

The purpose of this policy is to establish a system for the appraisal, development, and documentation of all regular staff employee performance. The goals of performance appraisal are:

- To help ensure that the quality and quantity of work performed by staff members best meets the needs;
- To allow for continuous communication between supervisor and employee about job performance;
- To offer the supervisor and employee the opportunity to develop a set of expectations for future performance;
- To provide the opportunity for the supervisor and employee to assess the employee's past performance; To provide for future development of the employee; and
- To provide supporting documentation for pay decisions, promotions, transfers, grievances, complaints, disciplinary actions, and terminations.
- The centre will review the Staff Performance Appraisal system and its results as needed, but no less than annually, to ensure no discriminatory patterns or impact are apparent.

4.5.2 DEFINITIONS

- ✚ Performance Appraisal - A continuous process in which a supervisor assesses an individual's achievement of the performance expectations established by the supervisor.
- ✚ Performance Expectation - A statement based on a duty that summarizes a significant portion of the job.
- ✚ Performance Standard - A condition that exists or will result if the performance expectation is accomplished in an acceptable manner.

There are 4 types of performance standards. In practice, these 4 types of standards are usually used in combination with one another. The 4 types of performance standards are:

- a. Time standard - Tells when the performance expectation will be done; for example, completing a training by 16:00, completing a report by the end of the week.
- b. Quantity standard - Tells how much will be done. For example, types 60 wpm, assists 20 patrons.
- c. Quality standard - Tells how well the performance expectation will be done; for example, between 3-5 errors, 4-6 customer complaints, or 90%-94% positive responses from a student development seminar. Each performance expectation must have at least 1 quality standard.
- d. Resources standard - Can be used to limit the resources available for an employee; for example, without using overtime or within an established budget. Can also be used to specify resources that are not fully under the employee's control. For example, provided the shipment of supplies arrives, with the cooperation of another department.

Performance standards can result in a statement that begins "This expectation is met when..."

4.5.3. PROCEDURES FOR ENSURING ORGANIZATIONAL EQUITY

Nothing in this Performance Appraisal shall prohibit the management, or other administrative officers, and managers from establishing minimum, uniform performance standards for appraising all employees within their areas of responsibility.

5.5.4. PROCEDURES FOR APPRAISING EMPLOYEES

Each staff employee is required to have a current approved Key Performance Indicators their possession and on file in Human Resources. The supervisor is responsible for providing each new staff employee with a current Key Performance Indicators at the time of their employment. The supervisor will read the Performance Appraisal Contract Policy for each employee that he or she supervises prior to appraising their performance. At the time of the appraisal, both the employee and the supervisor must certify that the Key Performance Indicators for the employee's job is current and accurate.

The Staff Performance Appraisal Policy reflects the use of criteria based on online templates to conduct and complete performance plans and appraisals for each position.

Supervisors must list the duties and standards under the appropriate appraisal criteria on the template. Key Performance Indicators may be listed under multiple criteria if appropriate.

Determining the Key Performance Indicators to be evaluated:

- a. The supervisor has the responsibility to decide which Key Performance Indicator are most important and are to be appraised. However, the supervisor is encouraged to work with the employee to choose which Key Performance Indicators are the most important.
- b. The important duties (those to be appraised) become the statements of performance expectations and should consume at least 90% or more of the employee's time. In general, about 8 to 10 Key Performance Indicators will be used as statements of performance expectations.

The supervisor will enter the chosen expectations on the Performance Appraisal Form.

Setting performance standards.

- a. The supervisor has the responsibility to set the performance standards for each duty to be appraised. However, the supervisor is encouraged to work with the employee to set the standards for each Key Performance Indicators. How well the employee met the standards of the previous appraisal periods may be helpful in setting standards for the current appraisal period.
- b. The supervisor will record the standards on the Performance Appraisal Form.

The supervisor will have the duty of ensuring that each employee is aware of all performance standards. Reviewing performance expectations and standards may be done in a group setting, when appropriate (for example, Facilitators, Assessors, Moderators, Material Developers, Administrators, Librarians ect). Each employee must receive a copy of the Performance Appraisal Form with the performance expectations and standards.

Note: It is possible during the course of the appraisal cycle that the pertinent Key Performance Indicators within a position could change, as well as the performance standards related to those duties. It is the responsibility of the supervisor to communicate with his or her employees about these changes when they occur, not during the appraisal interview.

At least one week before the appraisal interview, supervisors may, at their discretion, ask employees to evaluate themselves before the appraisal interview.

Note: The annual performance appraisal interview is only one element of the total performance appraisal system, which should include constant feedback, coaching, planning, and other communication designed to make the employee more effective.

The supervisor will rate the employee on the Performance Appraisal Form according to the standards set for each expectation.

A supervisor's skills at leadership, employee development, and performance appraisal are critical. These skills must be appraised in Part I of the Performance Appraisal Form for all staff supervisory personnel.

The supervisor will arrange to meet with the employee in a private setting to discuss the ratings:

- During the course of the interview, it is important that the employee be told of concrete examples of work behavior that contributed to his or her rating.
- Feedback should consist of observations and descriptions rather than opinions and judgment.

- The supervisor should spend part of the interview listening to the employee. An effective supervisor recognizes the impact of his or her own performance on his or her subordinate's performance.
- Ratings assigned should reflect the supervisor's awareness of incidents that occurred during the year that may have had a negative impact on the employee's performance, but were beyond the employee's control.
- Documentation is required for each Performance Expectation on the Performance Appraisal Form that receives a rating above or below a rating of 3, which is "meets minimum performance standard."
- Documentation is required to substantiate an individual's non-compliance with policies, procedures, work rules or inappropriate work-related behavior. The documentation must be provided in Part II of the Performance Appraisal Form.
- Ratings and scores are not final until after the performance appraisal interview.
- An employee who is not available for the interview because of an extended period of absence due to sickness or leave without pay must still be appraised. Supervisors should complete the appraisal form, assigning a tentative score, and submit it without the employee's signature to Human Resources, attaching a memorandum explaining why the employee is unavailable. When the employee returns to work the interview should be conducted, a final score assigned, and Subsections i., j., and k. below should be completed.
- The supervisor, employee, and the department director will sign the Performance Appraisal Form. The employee's signature does not signify agreement with the appraisal, but that he or she participated in an appraisal interview and is aware of the right to appeal. If the employee refuses to sign the form, a witness will be brought in to sign the form. Whether or not the employee agrees to sign the appraisal form, the employee should be given the option of completing the Post Performance Appraisal Form.
- Originals of both of these forms will be kept in the employee's departmental personnel file and copies will be forwarded to Human Resources via the appropriate vice president.
- Within 5 working days of the appraisal interview, the employee will receive a final copy of the Performance Appraisal Form. The original will be placed in the employee's departmental personnel file. A copy will be forwarded to the HR by the manager. The manager will forward all appraisals to Human Resources by hard copy for inclusion in the employee's personnel file.

Scoring of Performance

A sliding scale to rate an employee's performance is permitted, accordingly:

Sliding scale for a score between 1 and 2 would be: 1.0, 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, and 2.0. This scoring pattern can be used for scores between 2-3, 3-4, and 4-5.

Performance Plan

- ✚ Either during the appraisal interview or within 10 working days after the appraisal interview, the supervisor and employee will discuss plans for the future appraisal cycle. Discussion of plans should include a summary of the information from Part II of the previous appraisal. Based on this discussion, the supervisor will enter expectations and standards in Part I of the performance appraisal form. The supervisor will also enter Part of the appraisal form the training and other professional development experience needed that would help support the employee to meet the performance requirements of his or her job and contribute toward the goals of the department, division or university. These entries comprise the employee's performance plan for the current appraisal cycle. Both the supervisor and the employee must initial and date the plan. Each should retain a copy.
- ✚ The supervisor may change the performance plan during the year. Both the supervisor and the employee must initial and date the revised plan. Each should retain a copy.
- ✚ Within 30 calendar days of any new hire, reclassification, transfer or demotion, supervisors are required to provide the affected employee with a performance plan covering the remainder of the appraisal cycle. The requirements for initials, dates, and copies apply.
- ✚ Performance plans are maintained within the department. Copies are also sent to Human Resources.

4.5.5 PROCEDURES FOR APPRAISING TRANSFERRED EMPLOYEES OR EMPLOYEES WHO ARE SIMULTANEOUSLY SUPERVISED BY MORE THAN ONE SUPERVISOR

If, during an appraisal period, an employee is transferred from one supervisor to another, the annual performance appraisal shall be conducted by each supervisor of the employee proportionate to the amount of time the employee was supervised by each supervisor during the preceding appraisal period. The final appraisal score will represent a percentage of time the employee was supervised by each supervisor.

Example: The employee was supervised by Supervisor "A" for 8 months of the year and Supervisor "B" for 4 months. Supervisor "A" rates the employee's performance at 350 and Supervisor "B" rates the performance at 400.

Using a proportionate scoring system, the employee would receive a performance appraisal score of 367: $(350 \times .67) + (400 \times .33) = 367$.

In all instances, the appraisal shall be an analysis of the employee's performance of previously established objectives in the employee's performance plan for the year.

All other procedures concerning the performance appraisal of transferred employees, including appeals of appraisals shall be completed according to the manner described in this Policy.

In the event an employee is simultaneously supervised by more than one supervisor during the same appraisal period, the performance appraisal score shall be proportionate to the employee's FTE assigned to each supervisor.

Example: Employee works for Supervisor "A" 75% of the week and Supervisor "B" 25% of the week. Supervisor "A" rates the employee's performance at 375 and Supervisor "B" rates the employee's performance at 300.

Using a proportionate scoring system, the employee would receive a performance appraisal score of 356 $(375 \times .75) + (300 \times .25) = 356$

In all instances, the appraisal shall be an analysis of the employee's performance of previously established objectives in the employee's performance plan for the year.

All other procedures concerning the performance appraisal of transferred employees, including appeals of appraisals shall be completed according to the manner described in this Policy.

4.5.6. PROCEDURES FOR APPEAL OF PERFORMANCE APPRAISALS

The employee may, within 10 working days of receipt of the final copy of the Performance Appraisal Form, appeal the results of a performance appraisal to the department director if he or she disagrees with how their performance has been appraised.

If the appraiser is the **manager**, the employee may appeal to 1 level above the **manager**.

Appeals are to be accomplished by confidential memo from the employee to the **employer** or department manager's supervisor, as appropriate. A copy of the appraisal must be attached. Decisions on appeals must be rendered within 5 working days. This decision is final. The All Nations Outreach Christian Council will provide Human Resources with the appeal, any attachments, and his or her final decision for inclusion in the personnel file.

4.5.7. PROCEDURES FOR USING PERFORMANCE IMPROVEMENT AND PERFORMANCE COMMENDATION FORMS

4.5.7.1 PERFORMANCE IMPROVEMENT

Any time an employee's performance rating falls below minimum performance standard, the supervisor must complete the Performance Improvement Form. The supervisor will

use the form to give the employee a reasonable date by which improvement must take place. The supervisor is required to indicate on the Performance Improvement Form the date that the employee will be re-evaluated when an employee's performance rating falls below minimum.

When the required improvement date is reached, the supervisor will fill out the Follow-Up to the Performance Improvement Form.

Originals of both of these forms will be kept in the employee's departmental personnel file and copies will be forwarded to Human Resources via the appropriate **procedures**.

4.5.7.2 PERFORMANCE COMMENDATION.

If during the course of the appraisal cycle, the employee performs in an outstanding manner and the supervisor wishes to recognize this performance, the supervisor will fill out the Performance Commendation Form. The original of this form will be kept in the employee's departmental personnel file and a copy will be forwarded to Human Resources via the appropriate **procedures**.

4.5.8. PROCEDURES FOR TIMELINESS OF APPRAISALS AND MAINTENANCE OF RECORDS

It is the responsibility of each **department** to see that all regular administrative, unclassified, and classified employees in their department/section/division receive a written performance appraisal once each year covering the period 6 months to 6 months. Exceptions are for those employees promoted, transferred, reclassified, demoted, or hired between **3 months** and **6 months** who will be apprised after 6 months on the job and again after the next **financial year**.

The written performance appraisal and interview will be conducted during **3 months** and **6 months** of each year unless an alternate appraisal cycle has been approved.

Alternate Appraisal Cycle

- a. In certain individual situations the needs of the **employee** might be best met by an annual appraisal cycle tied to:
 - 1) Activities or events which do not coincide with the calendar year; or
 - 2) Employee anniversary date.

However, an alternate appraisal cycle should only be used under extraordinary circumstances, on a limited basis, and must be approved by the management. A copy of the contract's approval must be forwarded to Human Resources.

- a. If an alternate appraisal cycle is approved, the management is required to contact Human Resources for the proper procedures to follow.

4.5.9. ALTERNATE APPRAISAL SYSTEM

A supervisor may use an alternate appraisal system if:

- it achieves the goals established, and
- it is approved by the **director** , then
- Copies of alternate system approvals are forwarded to Human Resources.

4.5.10. MANDATORY TRAINING

All employees promoted or reclassified into supervisory positions and all newly hired supervisors must attend performance appraisal training within the first six months of their hire, promotion, or reclassification.

4.5.11. REVIEWERS OF THIS STAFF PERFORMANCE APPRAISAL POLICY

Reviewers of this Policy include the following:

- Position
- Director of Human Resources
- Director of Equity
- Chair, Staff Representative

4.5.12 STAFF APPRAISAL FORMS

- i. Performance Appraisal Plan
- ii. Post-Performance Appraisal Form
- iii. Performance Improvement Form
- iv. Follow-up to Performance Improvement Form
- v. Performance Commendation Form

All Nations Outreach Christian Council

Staff Performance Appraisal System
Performance Appraisal Plan

Employee Name

Employee Job Title

Person ID

Department

Period Covered by Appraisal:
From

To:

Date of Appraisal

Reason for Appraisal:

☐

Annual

☐

Other
(specify)

Employee's Signature

Supervisor's Signature

Part I. PERFORMANCE EXPECTATIONS

Instructions: Performance Expectations are established at the beginning of the appraisal period using the KPIs. Performance standards describe when the performance expectation meets the job requirements. Weights can signify the relative importance of one expectation over another. If all expectations are to be weighted equally, then divide the number of expectations into 100 and put the result in the weight column. The Score column is equal to the weight times the rating. Performance expectations 1 - 3 are only used in evaluating supervisors. Attach additional sheets if needed.

Each staff employee is required to have current approved KPIs in their possession and on file in Human Resources. The supervisor will read the KPIs for each employee that he or she supervises prior to appraising their performance. At the time of the appraisal, both the employee and the supervisor must certify that the KPIs for the employee's job is current and accurate.

Completion of this form prior to the beginning of each year constitutes an employee's performance plan for the year. Completion of this form the following **March** --- or **September** ---- constitutes the documentation necessary to complete the performance appraisal process.

Ratings will be:

- 5 = significantly exceeds performance standard
- 4 = Exceeds performance standard
- 3 = Meets performance standards
- 2 = Does not meet performance standard consistently
- 1 = Fails to meet performance standard

PERFORMANCE EXPECTATION	PERFORMANCE STANDARD This expectation is met when:	WT.	RATING ***	SCORE (W×R)
*1. <u>Leadership</u> : Provides advice and help in the achievement of assigned employees' goals.				
*2. <u>Employee Development</u> : Provides encouragement and opportunities for staff to participate in development experiences.				
*3. <u>Employee Appraisal</u> : Appraises assigned employees in a timely and thoughtful manner.				
**4. <u>Employee Recruitment</u> : Progress toward achieving increased numbers of women and ethnic minorities in the workforce				
5.				
6.				
7.				
8.				

PERFORMANCE EXPECTATION	PERFORMANCE STANDARD This expectation is met when:	WT.	RATING ***	SCORE (W×R)
9.				
10.				
11.				
12.				
13.				
14.				
Totals:		100		

Employee complies with policies, procedures and work rules and demonstrates appropriate work related behavior. Yes _____ No _____

NOTE: If total score is below 300, then supervisor must complete the Performance Improvement Form.

Part II. PERSONAL AND CAREER DEVELOPMENT

This section provides an opportunity for a meaningful discussion of the employee's strengths and significant areas for improvement, career interests, possible future assignments, and a personal development plan covering the next appraisal period. These questions are primarily for development purposes and documentation of ratings as appropriate.

1. Strengths and Performance Exceeding Standard

1a. What are the employee's major strengths? What does the employee do especially well?

1b. Documentation/justification to identify the specific ways the employee demonstrated performance exceeding "meets performance standards" is required for each Performance Expectation that receives a rating above (3).

2. Improvement and Performance Below Standard

2a. what are the areas needing improvement?

2b. Documentation/justification to identify the specific ways the employee demonstrated performance below "meets performance standards" is required for each Performance Expectation that receives a rating below (3).

3. Compliance with Policies, Procedures and Work Rules

3a. what are the areas needing improvement?

3b. Documentation/justification to identify the specific ways the employee did not comply with policies, procedures, and work rules, or demonstrated inappropriate work related behavior is required.

4a. what training or other professional development experience would help support the employee to meet the performance requirements of his or her job and contribute toward the goals of the department, division and university?

4b. what training or other professional development experience did the employee attend during the current review period, or is currently scheduled to attend to meet the training and professional development experiences noted in 4a?

Supervisor's Signature

Date

Employee comments# (optional):

I have participated in an appraisal interview and I have been told of my rights to appeal this appraisal with a confidential memo to my department director/chair within ten working days of the receipt of the final copy of this Performance Appraisal Form. My signature indicates that I have reviewed this document and does not necessarily signify agreement with the appraisal.

Employee's Signature

Date

Witness' Signature (if necessary)

Date

Additional comments from Khoisan Aboriginal Security & Projects # (optional):

Department Manager's Signature

Date

- Separate sheets(s) may be attached if necessary

Distribution: Original to departmental personnel file; copy to employee; copy to **Director** to be forwarded to Human Resources by **manager**

All Nations Outreach Christian Council

Regular Staff Performance Appraisal System

Post-Performance Appraisal Form

(Optional)

1. The feedback on my job performance received from my supervisor during the time period prior to my appraisal has been:

Clear:	_____	agree	_____	disagree
Infrequent:	_____	agree	_____	disagree
Too general:	_____	agree	_____	disagree
Helpful:	_____	agree	_____	disagree

2. This performance appraisal:

_____ Was similar to my expectations _____ was not
similar to my expectations

3. I considered this appraisal process:

Comfortable:	_____	agree	_____	disagree
Not helpful:	_____	agree	_____	disagree
Positive:	_____	agree	_____	disagree

4. To improve the process:

5. To improve the form:

6. Other comments:

 Employee's Name (print)

 Job Title

 Employee's Signature

 Date

Distribution: Original to Department Manager; copy to Human Resources.

All Nations Outreach Christian Council

Regular Staff Performance Appraisal System
Performance Improvement Form

Employee's Name

Job Title

Person ID

Department

1. State in detail why the employee's performance has been rated below standard (a rating of less than 3). Include specific incidents and dates of occurrence (attach extra pages if necessary).
2. State by when improvement must be made and what specific action steps the employee must take to correct the situation (attach extra pages if necessary).
3. State what specific action steps the supervisor will take to help the employee correct the situation (attach extra pages if necessary).
4. What action will be taken if necessary change is not accomplished within the prescribed time frame?

Supervisor's Signature

Date

I have met with my supervisor to discuss the areas and the reasons why I must improve. I agree to adhere to the improvement plan outlined in item 2 above.

Employee's Signature

Date

Distribution: Original to Department Manager for inclusion in departmental personnel files; copies to employee, Human Resources, and DIRECTOR's office.

All Nations Outreach Christian Council

Regular Staff Performance Appraisal System
Follow-Up to Performance Improvement Form

Employee's Name (print)

Job Title

Person ID

Department

1. What steps has the employee taken to correct the situation since the original improvement form was prepared?

2. Has the employee satisfactorily corrected the situation?

_____ Yes _____ No

If no, what further action is required? Be specific and include dates by which items must be completed and include consequences for failure to improve performance. Such consequences may include termination of employment.

3. Employee's comments:

4. Supervisor's comments:

5. Department Director's comments:

Employee's Signature

Date

Supervisor's Signature

Date

Distribution: Original to Department Manager for inclusion in departmental personnel files; copies to employee, Human Resources, and DIRECTOR's office.

All Nations Outreach Christian Council
Regular Staff Performance Appraisal System
Performance Commendation Form

Employee's Name (print)

Job Title

Person ID

Department

1. In what areas has the employee exceeded expectations?

2. Employee's comments:

3. Supervisor's comments:

Employee's Signature

Date

Supervisor's Signature

Date

Distribution: Original to Department Manager for inclusion in departmental personnel files; copies to employee, Human Resources, and DIRECTOR's office.

4.8 STAFF DEVELOPMENT

4.6.1 INTRODUCTION

The Staff Development Policy evolves from the way the company values and its staff. This is demonstrated in the commitment by providing funds for staff development. In its pursuit of excellence the company is convinced that professional, well-equipped and satisfied staff provides the key to the success in attaining its mission. The policy provides a framework for staff development in pursuit of enhancing both individual and institutional performance. It outlines the role of the Staff Development (SD) Unit, designates responsibility for staff development and provides a framework for the implementation of the policy, including consideration to redress and equity.

The staff is pivotal to achieving the institution's strategic priorities. To empower them to contribute optimally, it is assumed that they should have / acquire the needed skills/competencies, knowledge, attitudes and values to display behaviour consistent with the competency profiles required by their current and / anticipated future roles or positions.

4.6.5 PURPOSE

The Staff Development Policy of the centre provides a strategic framework that aims to address staff and organisational development in an integrated manner within the complex education and training context. This policy takes as points of departure the vision; mission; commitment to quality; equity; a service orientation; values and strategic priorities of the company; as well as the RSA Constitution and Skills Development legislation. Against this background it envisaged that performance management (PM) processes together with learning and organisational initiatives be managed in an integrated manner to contribute to the optimising of staff performance and ultimately uphold the strategic priorities.

4.6.6 OTHER RELEVANT POLICIES

The staff development policy of the centre should be viewed and executed together with other policy goals and documents; particularly those regarding employment equity, the skills development act, skills levy act, diversity and national policy imperatives that impact on staff development.

4.6.7 AIMS AND OBJECTIVES

The fundamental aim with staff development is to improve and enhance the quality of both institutional development and individual staff performance within the ambit of education and training. The further aims to enhance the personal and professional well-being of staff by providing for a working environment that both satisfies and improves productivity. This takes place within a knowledge-driven, scientifically funded and

technologically fast developing society where legislation demands accountability and efficiency. The management affirms its mission of excellence by an organisational staff development strategy that is integrated into the company's planning cycle and upholds the achievement of the company's strategic priorities and goals foster a quality culture in all the activities and facilitate a culture of lifelong learning and development.

ORGANISATIONAL DEVELOPMENT

The overarching aim of SD is to maintain and recruit training and support staff of good standing - staff that will view the lace of preference and will respond to education and training challenges with confidence and enthusiasm. Staff needs to successfully and proactively negotiate evolving external and internal changes and pressures related to key performance areas.

4.6.4.2 INDIVIDUAL STAFF PERFORMANCE

The staff development programme will in future be driven by developmental areas identified by line management against the background of the performance management process.

4.6.7.2.1 CATEGORIES OF STAFF

The staff development addresses the work related needs of all staff, and, unless indicated otherwise,

- training staff includes both facilitators, assessors and moderators,
- support staff includes administrative, technical and service workers .

4.6.7.2.2 AREAS FOR DEVELOPMENT

The management actively encourages and promotes staff development, with the goal of providing the following opportunities for all staff to participate in appropriate staff development programmes and activities. These include:

- **Professional development training** that includes training required by an individual to retain proficiency and currency in the procedures and practices of a defined discipline or profession. Training within this definition would constitute continuous professional development including, for example, the attendance of professional conferences and the continued development of specialist knowledge and skills, whilst retaining professional registration status. Funding for attendance of programmes of this nature would normally be the responsibility of the individual staff member or his/her department. This includes funding for continued professional development (CPD).
- **Career development training** that entails continued training/retraining by way of career development courses and/or the structured training programme schedule of courses and developmental activities. These activities would be designed by the Staff Development Unit of All Nations Outreach Christian Council to meet the staff development needs against the background of the Centre's objectives.

Funding will be provided by the strategic staff development fund and supported by the levies received from the Department of Labour in accordance with the Skills Levies Act (Act 9 of 1999).

- **Individual development training** that aims to improve the skills of an individual and to provide a basis for a professional career or to satisfy a personal developmental need. Funding for this training is an individual responsibility.
- **Personal and Professional well-being.** These programmes and activities actively encourage and promote the *well-being* of staff, with the goal of providing for job satisfaction and enhancing staff morale.

SPECIAL OBJECTIVES

To achieve the above-mentioned the company has adopted the following specific objectives, namely to:

- Increase equal opportunities and awareness of equity issues;
- Encourage training department and units to make provision for the professional development of their staff;
- Provide a professional service to management and staff;
- Promote a Performance Management System that will serve as a mechanism to improve and enhance both individual staff and institutional performance.
- Budget sufficiently for the provision of this service.

4.6.8 AN ALL-ENCOMPASSING MODUS OPERANDI (APPROACH) TO STAFF DEVELOPMENT

The Unit is responsible for the co-ordination of all staff development, including the work place skills development programme, the grow your own mentorship programme and other related training and development programmes, that provide for a range of activities.

The Staff Development Unit takes responsibility to develop and train staff by means of internal and external providers. Within this process the division should be proactive in seeking to provide relevant opportunities and be responsive to needs of individual members of staff where appropriate.

Involvement in staff development is generally voluntary. However, there may be some mandatory training and development, for example, where staff must be equipped in specific areas for the benefit of the staff and the enhancement of quality, for their own direct benefit and for the benefit of others, such as in safety matters.

Staff development activities occur across a spectrum - from the formal (courses, seminars, workshops, structured on the job training, learnerships, special study programmes, study time, mentoring, coaching, training fellowships etc.) to the informal (ad hoc on the job assistance, private study, networking, informal mentoring, etc.).

The following three focus areas form part of the staff development approach:

4.8.6.1 INTEGRATED HUMAN RESOURCE DEVELOPMENT

The development of staff should form part of an integrated human resource system. Procedures for selection, compensation and promotion, probation/tenure and study leave should articulate with and be informed by staff development and vice versa. At best, the different practices should complement each other but at the very least due care must be taken to ensure that these are not in conflict with each other.

4.6.6.2 ETHOS

Acknowledgement of multiculturalism/language and acceptance of redress and equity.

Overall, staff development of the staff is therefore directed at the following:

- The development of human resources (staff as well as learners).
- Taking into account the needs and interests of the society.
- The creation of an ethos of caring as well as the maintenance of enhanced ethical values.

4.8.6.2 MONITORING AND EVALUATION

Quality Assurance: The staff development team will evaluate the adequacy of its service provision by means of verbal feedback, questionnaires (review practice in areas of administration and customer service) and to ensure that the provision is appropriate, of high quality and constitutes an effective application of resources.

4.8.7 RESPONSIBILITIES

4.6.7.1 ORGANISATIONAL

- All departments have a responsibility to identify, facilitate and provide their staff with appropriate staff development opportunities.
- The Staff Development Unit provides advice and support to assist both individuals and groups to fulfil their staff development responsibilities, specifically in relation to training and development in skills which have broad application across the company.

4.6.7.2 TOP MANAGEMENT

Should:

- Advocate the importance of staff development.
- Channel a realistic part of their budget to staff development.
- Create and maintain an appropriate infrastructure for staff development.
- On a continuous basis, provide moral support in favour of staff development.
- Establish a performance management system that motivates and rewards good performance.

4.6.7.3 LINE MANAGERS

- Managers are directly responsible for the identification of the developmental needs of their staff. They are to ensure that these needs are appropriately addressed and timeously communicated to the Staff Development Unit. They are also expected to support the overall staff development programmes by encouraging and facilitating participation of their staff, whether as participants, organizers or course leaders and facilitators.
- Professional development training, i.e. discipline or occupation-specific training is the responsibility of departments/divisions/units.

4.6.7.4 THE STAFF DEVELOPMENT UNIT

The Staff Development Unit and the official body charged with the promotion of training across the company. It is the function of this unit to support and foster individual and departmental training and development initiatives as identified within the centre doing So It Seeks To Move Towards The Achievement Of The Full Potential Of Individuals And Departments divisions/ units. Thus this unit acts as organizer, promoter, and information centre and liaise with departments/ divisions/units.

The Staff Development Unit is responsible to:

- Compile a policy for staff development at the company
- Coordinate training and development of training and support staff with special reference to the performance management system.
- Take responsibility for the induction of new staff
- On an ongoing basis, identify the developmental needs of staff
- Accountability:
 - Compile a yearly report on training and development provided by the staff
 - Report to the SETA regarding training and development of staff
 - Conduct institutional research on the impact of staff development at the company structures.

1.6.7.5 INDIVIDUAL

The major responsibility for the development of work related skills and knowledge rests with each individual staff member.

- ✚ All staff is expected to participate in developmental activities to maximize benefits for both the company and the individual.
- ✚ Each individual is required to equip himself continuously with competencies, skills, etc., in response to evolving and changing job requirements.

4.6.8 IMPLEMENTATION PROCEDURE

4.6.8.1 GUIDELINES

All programme designs are based on scientific methods, according to professional standards and subjected to evaluation for purposes of monitoring success.

4.6.8.5 ESTABLISH A TRAINING AND DEVELOPMENT FUNDING COMMITTEE

It is proposed that an independent committee should be established consisting of:

- ✚ Director
- ✚ Staff Development Unit
- ✚ Skills facilitator
- ✚ Financial advisor

4.6.8.6 PLANNING

The staff development unit promotes development opportunities for all staff through the establishment of strategic directions as well as the development and review of relevant policy. The Staff Development Unit's planning phase includes the following:

- ✚ The staff development activities are determined by the Training and Development Funding Committee under the chairmanship of the DIRECTOR.
- ✚ Annual programmes are drafted (normally between the company by the Training and Development Funding Committee in order to prevent duplication and to encourage co-operation.
- ✚ It is the responsibility of the Managers of department/ divisions/units to identify staff development and training needs and then motivate them to the Training and Development Funding Committee.
- ✚ The result of the performance management system will be used to identify training and developmental needs.
- ✚

4.6.8.7 PRESENTATION

Internal or external facilitators will be used for the following specific programmes:

- ✚ Induction/orientation
- ✚ People skills
- ✚ Management skills
- ✚ Organisational development

4.6.9.5 INFORMATION SERVICE

- networking purposes
- information distribution

- self-study

4.6.10 FUNDING

4.6.9.1 ALLOCATION OF FUNDS

- The allocation of funds received from the supplemented funding, will primarily be utilised to improve the workplace skills required from staff.
- In considering the allocation of funds, preference will be given to training and development opportunities that will benefit the entire staff component - not primarily the individual.
- Allocation of funding from this source will be cognizant of values and principles such as redress, equity, excellence and merit.
- This fund is not primarily aimed at conference attendance - other avenues for the funding of conference attendance should also be explored and will only be considered in most deserving instances.
- Criteria that will be used to make decisions for the allocation of funds obtained from the company strategic staff development fund supplemented by the levies according to the Skills Levy Act are e.g. race and gender (in an attempt to rectify past inequalities), qualifications already obtained, qualifications already sponsored to developmental opportunities and exposure already, age (to determine whether the this will benefit from this investment), providing evidence of improving oneself, funding previously received, academic achievements and link with the strategic priorities
- Preference will be given to development opportunities that will improve the core business (teaching, learning, research, service to the clientele and community)

4.6.10.2 PROCEDURE TO APPLY FOR FUNDING

4.6.10.2.1 APPROVAL OF FUNDING

- The Manager of the Department/Division should submit a written motivation for funding to the Staff Development Unit. The proposed participant(s) details must be supplied as well as course details such as content, dates, costs (i.e. quotation) and providers' details.
- The staff member concerned (in the case of individual applications) must also complete a Staff Development Application form.
- Funding of staff to attend courses by external providers will not be considered if similar courses are provided within the Staff Development Unit is authorised to approve applications for individual training up to an amount per individual application for training by an external provider (every three year period).
- The Staff Development Unit will consider and approve funding requests for amounts exceeding those indicated in the aforementioned paragraph. In considering these applications for individuals/groups of individuals, the following criteria will be taken into account:

- Relevance to the individual's job and personal development taking into account the current level of experience and qualifications. The need for any particular type of training should be motivated with reference to the individual's personal development plan as captured in his/her performance appraisal or probation report and/or in the succession plan/ or equity plan for the unit.
- Applications relevant to priorities and learning and development related to corporate priorities-wide and service related - will take precedence.
- Where the Manager is unwilling to support an individual staff member's fundings application for training, a cover letter by the applicant should motivate why the application deserves special consideration.

4.6.9.3 ACCOUNTABILITY FOR STAFF DEVELOPMENT

- The Director is accountable for the extent, quality, efficiency and equitable delivery of staff development. Information regarding staff development expenditure and participation is required to meet these accountability demands and to enable to engage in effective planning both centrally and within budgetary units.
- The company is also obliged to respond to requests for information on staff training and development by external bodies as stipulated by the Department of Labour and SETA.
- Departments should include a report on their involvement in staff development in publications such as annual reports.

4.6.11 RESOURCE-RELATED ISSUES

4.6.10.1 UTILISING STAFF SKILLS

The skills of staff should be used as much as possible within the staff development programmes. Managers and supervisors are expected to support staff development by encouraging and facilitating participation by their staff as course leaders and facilitators.

4.6.10.2 RESOURCE SHARING

Sharing of resources for staff development within the company with other education and training organisations in the region and nationally, and with appropriate organisations and institutions within the health and welfare community should be encouraged.

4.7 SEXUAL HARASSMENT

4.7.1 DEFINITION

The company has a strict policy prohibiting all forms of sexual harassment at the work place. This policy applies to all employees, supervisors, learners, vendors and non-employees who have contact with our employees. Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests to an employee for sexual favors,

and other visual, verbal, or physical conduct of a sexual or offensive nature when either:

- Submission to such conduct is made an explicit or implicit term or condition of employment, continued employment, or advancement;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- Such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

4.7.2 REPORTING MISCONDUCT

Any employee who feels her/him or other coworker is a victim of sexual harassment should immediately report any misconduct to the immediate supervisor or to Human Resources, including, without limitation, without fear of reprisal. The employee can bypass anyone involved in the harassment in reporting it. All complaints and related information will be thoroughly investigated and kept strictly confidential. The results of the investigation shall be promptly reported to the person(s) making the complaint(s).

4.7.3 OUTCOMES

Employees who, after investigation, have been determined to have been engaging in the sexual harassment of their co-workers or learners or the use of profane or abusive language which violates the sensitivities of their co-workers or learners will be subject to disciplinary action, up to and including termination.

4.7.4 REQUIRED SIGNATURE

A full copy of this sexual harassment policy will be included with new employee's copy of these policies. All employees are required to sign this attachment as proof that they have read and understand sexual harassment policy. This form is to be returned to the Human Resources Department and signed by a representative. The original will be kept in the employee's personnel file.

4.7.5 LEARNER COMPLAINTS

Learners who believe they have been sexually harassed and wish further information or assistance in filing a complaint, should contact the Human Resources Department, (full Address).

4.8 CONFIDENTIALITY

4.8.1 PERSONNEL FILES

4.8.1.1 COPIES

An individual file shall be maintained on all employees of the College. Copies of important transactions, as determined by the President or his/her designee or Human Resources, concerning the employee shall be maintained in this file.

4.8.1.2 INSPECTION BY EMPLOYEES

Upon written request, information in the employee's personnel file, with the exception of confidential employment references sent to or solicited by the College, shall be made available for inspection by the employee or his/her designated agent. Proper identification will be required of the individual. The College reserves the right to make records available only during normal business hours of the office where the records are maintained. Records may be reviewed only in the presence of an employee in the office of record. An appointment must be made with the personnel official at the office of record indicating the specific information desired for review. The office of record given reasonable notice may supply copies of information that is subject to review.

4.8.2 MEDICAL INFORMATION

4.8.2.1 CONFIDENTIALITY

The College believes that any medical information about its employees is confidential. Employees are directed to provide the College only with medical information that is specifically requested and not to volunteer detailed medical information that has no bearing upon an employee's job performance. Employees should not leave detailed medical information on any internal voice mail or include it in email. Employees' medical information will be kept in a secure, separate area. Access to medical information will be restricted. Employees should exercise care in discussing another's medical conditions, particularly conditions of other employees. Such information is private and should be treated as such. Any employee who is found to have improperly obtained or disclosed confidential medical information of another employee shall be disciplined up to and including being terminated from employment.

4.8.2.3 BREACH OF CONFIDENTIALITY

Any employee who believes that confidential information about his/her medical condition or records has been improperly revealed should notify or, if she is believed to be the person who committed the unauthorized disclosure. All such complaints shall be investigated promptly, and the result of the investigation shall be reported to the employee.

4.8.3 PRIVACY RIGHTS

4.8.3.1 WRITTEN PERMISSION TO RELEASE PERSONNEL DATA

Written permission of the employees must be obtained before releasing personal information. The policy lists the following rights of employees regarding their official records:

- The right to inspect and review information contained in personal records.
- The right to challenge the contents of their personal records.
- The right to submit an explanatory statement for inclusion in the personal records if the outcome of the hearing is unsatisfactory.
- The right to prevent disclosure, with certain exceptions, of personally identifiable information.
- The right to secure a copy of the company policy, which includes the location of all personal records.
- The right to file complaints with the Department of Labour, concerning the alleged failures.

2. EVALUATION AND REVIEW

The human resources and management policies will be evaluated on a regular basis and reviewed once a year. A review committee will comprise of the following:

- Director
- Human Resource Manager
- Union /Staff Representatives ect

3. COMMUNICATION OF POLICY

All full-time and fixed-term contracted employees will be given a copy of this policy on appointment. An induction programme will be conducted in order to familiarize employees with the policy and its application.

4. DOCUMENTATION

- An approved master copy (hard-copy) of the Human Resource Policy
- An electronic copy of the Human Resource Policy
- A signed circulation list of employees that received the Policy