NAME OF POLICY

PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM
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Employee: Refers to any person employed in terms of the Public Service Act, 1994, irrespective of rank or position.

Competence: The blend of knowledge, skills, behavior and attributes that an employee can apply in the work environment, which indicates an employees' ability to meet requirement of a specific position.

Incentive: An encouragement or motivation to greater performance.

Manager/Supervisor: Anyone whose duties in the main involves responsibility for the work of others. Both terms shall be used interchangeably in this policy.

Main objectives: They are core responsibilities which together define and accomplish the purpose of the job as indicated in each employee's job description.

Performance cycle: The period in respect of which performance is to be assessed.

Performance Standards: They are mutually agreed criteria used to describe how well work must be done. They must be Specific, Measurable, Attainable, Realist, Time Bound. Standards develop over time and need to be constantly adjusted to reflect current conditions.

Performance Agreement: A document agreed upon, and signed by an employee and her/his supervisor. Which includes a job description, selected KRAs and GAF's, a workplan and the employee's personal development plan.

Workplan: A document which is part of the performance agreement and which contains key results areas, associated outputs/activities and their performance standard.

Compliance: Conforming to the set guidelines, specifications or Legislation.
1. NAME OF POLICY

Performance Management and Development System

2. PREAMBLE

In terms of the Public Service Regulations, 2001, all Departments are required to develop and implement a Performance Management and Development System.

3. LEGISLATIVE MANDATE

3.2. Public Service Regulations, 2001, as amended
3.3. Public Finance Management Act, 1999
3.4. Public Service Act, 1994, as amended
3.5. Skills Development Levies Act, 1999
3.7. Employment Equity Act, 1998
3.8. White Paper on Transforming of Public Service
3.9. Labour Relations Act, 1995
3.10. NWPG PMDS Policy No.13.
3.11. PSCBC
3.13. White Paper on Transforming of Public Service Delivery (Batho Pele)

4. SCOPE OF APPLICATION

This policy is applicable to all permanent staff members of the Department of Local Government and Human Settlements who are on salary level 1 - 12, and employees who are on fixed contract of twelve months falling within the PMDS cycle.

The PMDS is a single assessment instrument that will be used to make decisions on probation, management of poor performance, rewards and recognition, absorption of staff and skills development for staff on salary level 1 – 12, including contract employees.

5. PURPOSE

To provide a framework within which the performance and development of employees are managed.
6. **POLICY STATEMENT**

The Department of Local Government and Human Settlements is committed to improve the lives of its communities. Employees of the Department can only achieve this through effective delivery of services. Effective and efficient service delivery hinges on effective performance. Therefore management of employee performance is an integral part of effective service delivery. It is an ongoing process where the employee and manager strive constantly to improve the employee's performance and his/her contribution to the organization strategic goals. The primary orientation of performance management shall be developmental in nature.

7. **KEY PRINCIPLES**

7.1. The Department of Local Government and Human Settlements views the management of performance as part of the Department's goal of efficient and effective organization, guided by a clear focus on its core business. This is in line with the efficient utilization of resources by Department.

7.2. The Department requires that performance be managed in a transparent, consultative, supportive and non-discriminatory manner in order to enhance effective service delivery.

7.3. The management of performance is directly linked to the Department's aim of becoming a learning organization through incorporation of personal development plans in performance agreements and workplans of staff.

7.4. Performance management process shall be developmental, but shall allow for effective response to consistent inadequate performance and for recognizing outstanding performance.

7.5. All performance information must be kept confidential and may only be released to third parties (other than the employee and her/his supervisor or EA/HOD as employer) with the employees written permission.

8. **Steps in the Performance Management Process**

The performance cycle is a twelve (12) month period for which performance is planned, executed and assessed. The cycle commences from 1st April to 31st March of the following year. The probation cycle is however linked to the appointment date of the jobholder.
There are six steps in the performance management process as illustrated in the diagram and explained below:

9. Performance Planning

The functions/tasks are identified in a role clarification session, performance standards set, and performance outputs/objectives determined by both the supervisors and the employees. These must be linked with departmental strategic goals.

Planning involves aspects such as the manner and methods of observation, feedback, evaluation, development and how the results of the assessment would be used.

10. The Performance Contract

All employees from salary level 1-12 are required to enter into and sign Performance Agreements (PA), within two months after the start of the new cycle and submit them to HRM on or before the 31st May each year.

A newly appointed employee shall complete his/her Performance Agreement within the first three months of appointment. Within that time, there must have been enough induction or orientation to the new environment.
Departmental Strategic Plan, Departmental Service Delivery Improvement Plan, the Component’s Operational Plan and the employee’s Job Description must inform the development of the individual employee’s Performance Agreement.

11. FRAMEWORK OF ACCOUNTABILITY

Roles and responsibilities are as follows:

Head of Department

11.1. The Head of Department is responsible for the development and adoption of the Strategic Plan of the Department
11.2. Ensure that total commitment of managers by way of full compliance with the policy framework.
11.3. Ensure that all employees are assessed on an annual basis.
11.4. Appoint a moderating committee
11.5. Ensure that progress on PMDS is given at every management meeting by all managers

12. DIRECTOR: HUMAN RESOURCE MANAGEMENT

12.1. Provide dates and process for submission of workplans, progress reviews reports and annual performance assessment reports.
12.2. Keep and provide PMDS statistics.
12.3. Ongoing monitoring of PMDS.
12.4. Incorporate training needs identified in PDP.
12.5. Coordinate PMDS Moderation meetings.
12.6. Ensure that the Workplace Skills Plan is in line with the Departmental needs.
12.7. Monitoring and Evaluation of the policy.

13. MANAGERS/SUPERVISORS

13.1. Explain the linkage between strategic objectives of the department and the programmes/directorates to their managed
13.2. Communicate performance assessment process to their managed before the commencement of performance assessment cycle.
14.3. Fully inform their managed of the criteria used for assessment.
13.4. Develop and sign performance agreement jointly with their managed and submit to PMDS Sub: Directorate on the stipulated date (Failure to submit the Performance Assessment Instruments as stipulated will automatically lead to non compliance and the incumbents performance will not be moderated by the PMDS Moderation Committee, resulting in forfeiture of any potential performance incentives, however the signed performance assessment instruments must still be forwarded to PMDS Sub: Directorate for record
keeping. A total non submission of the PA will lead to disciplinary measures taken against the manager and the managed.

13.5. Develop workplans jointly with their managed.
13.6. Ensure alignment of the workplan with the performance agreement and job description.
13.7. Provide informal performance feedback to their managed on regular basis and formal feedback on designated date.
13.8. Identify performance gaps
13.9. Carry out the assessment of employees on the designated dates
13.10 Afford the employee the right to refuse to sign a performance assessment questionnaire if in disagreement with the outcome of the assessment.
13.11. Convey final results to the managed
13.12. Report/Present the annual assessment of the managed to the Moderating Committee
13.13. Identify the appeal route to be followed in the event of dissatisfaction with the outcome of the assessment.

14. EMPLOYEES/MANAGED

14.1. Obtain and sign a job description
14.2. Participate and sign a Performance Agreement and Workplan at the beginning of each financial year.
14.3. Align the workplan with the performance agreement and job description.
14.4. Take full responsibility of their career development and
14.5. Clarify with his/her manager the dates and process for the developing and submitting their work plans and PMDS performance reviews.
14.6. Familiarize themselves with PMDS policy.
14.7. Develop a draft workplan, based on clarification of KPA's, outputs standards and competencies by the immediate manager.

15. MODERATING COMMITTEE

Roles and Functions of the Moderating Committee

15.1. Validate the PA/Workplan against the annual performance review
15.2. Ensure consistency between the ratings of KPA's and Competencies
15.3. Recommend remedial action in respect of under performers
15.4. Conduct assessment moderating meetings to review and/or ratify assessment outcomes
15.5. Ensure that there is an objective assessment of all employees' performance.
15.6. Shall not change an individual employee's assessment score, but can refer the assessment to the supervisor who made the initial assessment for reconsideration or further motivation
15.7. Maintain confidentiality on outcome of assessment results and deliberations
Committee/s must be guided by the following principles during moderation process:

a). Flexibility  
b) Objectivity  
c) Consistency  
d) Value adding  
e) Output based  
f) Budgetary Constraints  

16. COMPOSITION OF MODERATING COMMITTEE

16.1. The PMDS Moderating Committee will be appointed by the Head of Department. The Moderation Committee will be appointed for duration of a financial year.  

16.2. Only one representative from each recognized trade union in the Department may attend the moderation process;  

16.3. The observer shall be allowed to participate during discussions, but he/she does not form part of the moderating committee in making a recommendation.  

16.4. An employee from the Directorate: HRM should keep minutes of the proceedings of the meeting.  

17. PMDS DOCUMENTS TO BE SUBMITTED TO MODERATING COMMITTEE

17.1. Performance Agreement  
17.2. Work Plan  
17.3. Annual Assessment Instrument  

18. COMPETENCY PROFILING

The following are Generic Assessment Factors, from the list at least five (5) out of the fifteen GAF's that are relevant must be included on the incumbents work plan:

1. Job Knowledge  
2. Technical Skills  
3. Acceptance of Responsibility  
4. Quality of Work  
5. Reliability  
6. Initiative  
7. Communication  
8. Interpersonal Relationships  

10 PMDS Policy of the Department of Local Government and Human Settlements
9. Flexibility  
10. Team Work  
11. Planning and Execution  
12. Leadership  
13. Delegation and Empowerment  
15. Management of Human Resources (only for staff with supervisory responsibilities)  

19. TO ADAPT THE GAF’S TO SPECIFIC JOB AND JOB CONTEXTS, THE EMPLOYEE AND SUPERVISOR WILL NEED TO:  
(a). Decide which of the GAF’s apply to the employee’s job:  
(b). Weight each relevant GAF to show the extent to which it relates to the specific KPA.  
(c). Use the factors to impact and frequency to decide on the importance of each GAFs; to a specific KPA. The weighing of the GAFs must add to 100%.  

20. Signing and submissions of PMDS Documents  

20.1. Newly appointed staff shall sign the following PMDS document with their managers within the first three months of employment:  
(a) Performance Agreement  
(b) Job Description  
(c) Workplan  

20.2. Supervisors and their managed must ensure that their PMDS progress review reports are signed and submitted to the Directorate: Human Resource Management by the following dates:  

a). Submissions of Performance Agreement/Contract: 01 April – 31 May Due date 31 May  

b). Submission of 1st half-yearly Performance reviews: 01-31 October Due date 31 October  

c). Submission of 2nd half-yearly (Annual reviews) Performance reviews: 01-31 April Due date 30 April  

20.3. Failure to submit the Performance Assessment Instruments as stipulated will automatically lead to non compliance and the incumbents performance will not be moderated by the PMDS Moderation Committee, resulting in forfeiture of any potential performance incentives, however the signed performance assessment instruments must still be forwarded to PMDS Sub: Directorate for record keeping. A total non submission of the PA will
lead to disciplinary measures taken against the manager and the managed.

21. **ANNUAL PERFORMANCE REVIEWS**

During the annual performance assessment reviews, the discussion should enable:

a) An opportunity for the employee to assess her/his own performance and its contribution to organizational goals and allow for reflection on what would be needed to improve what was achieved

b) An opportunity for the supervisor to give more formal feedback on performance over the year draw experience of the employee to identify ways of improving what was achieved/ not achieved

c) An employee to contribute to, and respond to comments regarding her/his performance and identify issues beyond his/her control that limit the achievement of results

d) An open discussion between the managed and her/his manager in which achievements can be fully recognized and ideas for problem solving

e) Agreement on an overall assessment outcome reflecting judgement on the level of achievement attained in terms of the performance agreement/workplan that can be used to determine performance related incentives.

22. **Annual Performance Assessment**

Formal performance assessment is conducted to identify the overall level of performance of employees during a particular performance cycle. This is the ultimate determination of whether the performance of the employees has been up to the agreed upon or set standards. The annual assessment instrument is utilised at this stage (Refer Annexure F). The date for formal annual assessment coincides with the second sixth-monthly performance review.

*The annual assessment score must be calculated by calculating the average of the two Half-Yearly Assessment scores, i.e. (Add the two Half-Yearly Assessment scores and divide the sum thereof by two).*
(a) Assessment of the achievement of results (KRAs) outlined in the Work plan

- Each KRA must be assessed on the extent to which the specified standards have been met and outputs achieved.
- An indicative rating on the five-point scale must be provided for each KRA.
- This rating must be multiplied by the weighting given to the KRA during the contracting process, to provide a score.
- The rating calculator can be used to add the scores and calculate a final KRA score, based on the 70% weighting allocated to the KRAs.

(b) Assessment of the GAFs

- Each GAF must be assessed according to the extent to which the specified standards have been met.
- An indicative rating on the five-point scale must be provided for each GAF.
- This rating must be multiplied by the weighting given to each GAF during the contracting process, to provide a score.
- The rating calculator may then be used to add the scores and calculate a final GAF score, based on the 30% weighting allocated to the GAFs.

(c) Overall rating

- An overall score, in accordance with the assessment rating is provided as a summary of the outcome of the performance review for KRAs and GAFs.
- The assessment rating calculator may then be used to provide a final score based on adding the scores achieved for the KRAs and the GAFs.

(f) The employee must confirm his/her participation in the final performance feedback session in the form of a signature.

(g) Employees who due to operational activities report to anybody other than their supervisor, that other person (manager) must perform the assessment of the work that the employee(s) was performing and hand over to the employee(s)' supervisor.

(h) Teams' performance appraisal (where applicable) occurs at the end of projects. Completion periods differ from project to project.
22.1 Moderation

a) The role of the Moderating Committee is to ensure equity and consistency in the application of PMDS.

b) The Moderating Committee does not take away the responsibility of the supervisor’s supervisor to overview the performance management actions and assessment outcomes of his or her subordinate supervisor, that is, to ensure equity and consistency in their components.

22.2 Periods of absence during the performance cycle.

Normal periods of leave, for example, vacation leave and/or sick leave will not interfere with the performance management and development cycle of an employee. Where an employee has been absent for a prolonged period of time such as maternity leave, long study leave, incapacity leave longer than 30 days, the supervisor and the employee must have a discussion for mutual agreement on the ability to execute a meaningful performance review for that period. If it is not possible, it must be indicated in writing in the remarks columns on the half yearly review form following that period. A period of at least 9 (nine) months’ actual performance must be considered for a recommendation on the allocation of a performance reward except for employees on maternity leave where a required completed period must be 8 (eight) months.

22.3 Resignation or Death

In the event of resignation or death, payment of recommended rewards will only be considered where the employee had completed a full performance cycle, that is, from April to March of a particular financial year and the performance results are known.

22.4 Staff movement

a) In the event of an employee being transferred between jobs within a department or between departments in the Public Service during the Performance Management and Development System cycle, the employee’s performance reports for the period must be completed prior to the transfer. If the employee vacating a post is also a supervisor, the performance reviews for each employee reporting to him/her must be completed prior to the transfer.

b) Assessment of seconded employees remains the responsibility of the mother department. The department may liaise with the employer to whom the employee has been seconded in order to obtain relevant information necessary to assess that employee.
23. PROBATION

23.1. In terms of the Public Service Act, 1994 as amended, the period of probation shall not be less than 12 calendar months. The period of probation is linked to the appointment date of the employee. The assessment will be used to decide on whether the appointment must be confirmed or not must therefore take place 12 calendar months after the date of appointment. This means, an employee's probationary period will not necessarily coincide with the 1 April to 31 March cycle.

23.2. Performance Management and Development System will serve as the process to assess an employee during probation. The performance assessment of employees on probation must be conducted quarterly (refer to Annexure G for probation quarterly assessment forms). At expiry of the probationary period the supervisor of the probationer must do a final assessment of the employee's performance through an Annual Assessment Instrument (Annexure F) in order to make a recommendation on whether or not appointment must be confirmed. This assessment must not be subjected to moderation. Where probation period runs concurrently with the performance cycle two Annual Assessment Instruments must be completed (that is, one to decide on probation period and the other one to be moderated).

23.3. Although the outcome of this assessment may not necessarily lead to assessment for reward, it may be utilised for confirmation of appointment and development purpose.

24. MANAGING PERFORMANCE THAT IS NOT FULLY EFFECTIVE

The Manager/Supervisor must identify the root cause of non performance and agree with the managed on how to address it upon discussion. The recommendations emanating from the discussion must be put in writing and a copy must be submitted to HRM.

25. REWARDING GOOD PERFORMANCE

Good performance will be rewarded in a monetary form provided there is availability of budget.
26. **PAY PROGRESSION**

a) Employees are eligible for pay progression to the maximum notch of the salary level attached to their posts. Only one notch progression per assessment can be awarded to an employee.

b) An employee must complete a continuous period of at least twelve months on his/her salary notch on 31 March of a year and must at least be fully effective.

c) Employees on personal notches do not qualify for pay progression

d) Employees who achieved performance which is significantly above expectation or outstanding will be considered for the awarding of cash bonus

27. **Employees on salary level 11-12 Middle Management Services (MMS)**

In terms of DPSA Circular 2 of 2005 on the implementation of an inclusive flexible remuneration package, employees on salary level 11-12 qualify for the performance bonuses up to the maximum of 14% of the MMS Member's package

28. **Performance bonus**

Employees who achieve performance, which is significantly above expectation or outstanding may be considered for the awarding of performance bonus. An employee must have at least one year continuous service in a particular salary notch as at 31 March of a performance cycle before he/she qualifies for a performance bonus.

In terms of the Incentive Policy Framework, regarding employees on Salary Levels 1 – 10, the allocation of a performance bonus must not exceed 18% of the employee's Salary notch.
<table>
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<tr>
<th>RATING</th>
<th>SCORE (CALCULATOR)</th>
<th>PERFORMANCE CATEGORY</th>
<th>OUTCOME/DECISION/REWARDS</th>
<th>REMARKS</th>
</tr>
</thead>
</table>
| 1      | From 1 to 1.99    | Unacceptable performance | - No Rewards or Incentives.  
- Probation period may be extended or employment terminated | Appropriate intervention compulsory  
Prescribed incapacity procedures must be followed. |
| 2      | From 2 to 2.99    | Performance not fully effective | - No Rewards or Incentives.  
- Probation period to be extended | Appropriate intervention compulsory |
| 3      | From 3 to 3.49    | Performance fully effective | - Appointment to be confirmed  
- Pay progression: One notch | Appropriate skills development programmes to be considered in order to improve the level of performance. |
| 4      | From 3.5 to 4.94  | Performance significantly above expectations. | - Appointment to be confirmed  
Pay Progression: One notch | Appropriate skills development programmes to be considered in order to improve the level of performance.  
Level of performance acknowledged as outstanding. |

### Performance Bonus:

| 3.5 - 3.55 | 5% |
| 3.56 - 3.67 | 6% |
| 3.68 - 3.78 | 7% |
| 3.79 - 3.90 | 8% |
| 3.91 - 4.01 | 9% |
| 4.02 - 4.13 | 10% |
| 4.14 - 4.25 | 11% |
| 4.26 - 4.36 | 12% |
| 4.37 - 4.48 | 13% |
| 4.49 - 4.59 | 14% |
| 4.60 - 4.71 | 15% |
| 4.72 - 4.82 | 16% |
| 4.83 - 4.94 | 17% |

5      | From 4.95 to 5   | Outstanding performance | 4.95 - 5 | 18% |
The performance review and annual assessment of employees will be based on the following categories of performance:

<table>
<thead>
<tr>
<th>RATING</th>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
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<tr>
<td>1</td>
<td>UNACCEPTABLE PERFORMANCE</td>
<td>Performance does not meet the standard expected for the job. The review/assessment indicates that the jobholder has achieved less than fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Workplan.</td>
</tr>
<tr>
<td>2</td>
<td>PERFORMANCE NOT FULLY EFFECTIVE</td>
<td>Performance meets some of the standards expected for the job. The review/assessment indicates that the jobholder has achieved less than fully effective results against more than half of the performance criteria and indicators as specified in the Performance Agreement and Workplan.</td>
</tr>
<tr>
<td>3</td>
<td>PERFORMANCE FULLY EFFECTIVE</td>
<td>Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that the jobholder has achieved as a minimum effective results against all of the performance criteria and indicators as specified in the Performance Agreement and Workplan.</td>
</tr>
<tr>
<td>4</td>
<td>PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS</td>
<td>Performance is significantly higher than the standard expected in the job. The review/assessment indicates that the jobholder has achieved better than fully effective results against more than half of the performance criteria and indicators as specified in the Performance Agreement and Workplan and fully achieved all others throughout the performance cycle.</td>
</tr>
<tr>
<td>5</td>
<td>OUTSTANDING PERFORMANCE</td>
<td>Performance far exceeds the standard expected of a jobholder at this level. The review/assessment indicates that the jobholder has achieved better than fully effective results against all of the performance criteria and indicators as specified in the PA and Workplan and maintained this in all areas of responsibility throughout the performance cycle.</td>
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29. **AMENDMENTS AND REVIEW OF THE POLICY**

This policy will be reviewed after three years after approval or anytime when a need arises.

30. **RECOMMENDATIONS AND APPROVAL OF THE POLICY**

Recommended by:

[Signature]

**HH DU FLESSIS**
**DIRECTOR: HUMAN RESOURCE MANAGEMENT**

Supported by:

[Signature]

**JK MASHIGO**
**CHAIRPERSON: DCC**

Approved by:

[Signature]

**MI KGANTSi**
**ACTING HEAD OF DEPARTMENT**

13/2/2015
**DATE**

11/03/2015
**DATE**

16/08/15
**DATE**