

SOUTH AFRICAN MEDICAL ASSOCIATION TRADE UNION



HUMAN RESOURCES POLICY

Table Of Content	Page
1. Section 1: Introduction	1
2. Section 2: Conditions Of Employment	3
2.1 Applicability of the Conditions of Employment	3
2.2 Notice Of Termination	3
2.3 Working Hours	3
2.4 Extra Hours Worked/ Overtime	4
2.5 Public Holidays	4
2.6 Provident Fund	5
2.7 Salary Increases	5
2.8 Payment Of Salaries	5
2.9 13th Cheque	6
2.10 Unemployment Insurance Fund	6
3. Section 3 Employment of Personnel	7
3.1 Employment of Personnel	7
3.2 Categories of Employees	7
3.2.1 Permanent Employees	7
3.2.2 Contract Employees	8
3.2.3 Part- Time Employees	8
3.2.4 Temporary Employees	9
3.2.5 Contractor	9
3.4. Recruitment Processes	10
3.5 Interviews	10
3.6 Successful Candidates	11
3.7 Submission of Personal Documents	11
3.8 Procedure	11
4. Section 4: Employment Equity	12
4.1 Achieving Employment Equity Requires A Threefold Approach	12
4.2 Reports on Progress	12
5. Section 5 Probation Process	12
5.1 Probation Process	12
5.2 Extension of Probation Period	13
6. Section 6 Induction of Employees	13
6.1 Induction of Employees	13

6.2 Induction Conclusion	15
7. Section 7 Performance Management	15
7.1 Performance Management	15
7.2 Performance Development	16
7.3 Performance Assessment	17
7.4. Performance Assessment Procedure	18
7.5 Performance Contracts	19
7.7 Performance Evaluation	20
7.7 Merit Appraisals	20
7.8 Measurement	20
7.9 The Performance Review	20
8. Section 8 Remuneration	22
8.1 Purpose	22
8.2 Objectives	22
8.3 Implementation	24
9. Section 9 Employee Assistant Program	24
9.1 Philosophy	24
9.2 Purpose of The Employee Assistance Programme	25
9.3 Basic Principles	25
9.4 Access to The SAMATU Employee Assistance Programme	26
9.5 Areas of Assistance	27
9.6 Eligibility for The Programme	27
9.7 Programme Operation	27
9.8 Rights and Responsibilities	28
10.Smoking	34
10.1Philosophy	34
10.2 Objectives	34
10.3 Policy	34
10.4 Disciplinary Procedures	35
10.5 Operational Procedure	35
10.6 Exemptions	36
11. Section 11 Sexual Harassment	37
11.1Philosophy	37
11. 2 Policy	37
11.3 Management's Responsibility	37

11.4 What Employees Should Do If Sexually Harassed?	38
11.5 What Happens After a Complaint Is Made?	38
11.6 Management's Responsibility	38
11.7 Complaint Procedure	39
11.8 Retaliation Prohibited	39
11.9 Written Policy	39
11.10 Sanction	39
12 Section 12 Drugs and Alcohol Abuse	40
12.1 Applicability	40
12.2 Purpose	40
13 Section 13 Employee Leave	41
13.1 Annual Leave	41
13.2 Sick Leave	41
13.3 Family Responsibility Leave	42
13.4 Paternity And Maternity Leave	43
13.4.1 Maternity	43
13.4.2 Paternity Leave	43
13.4.3 Study Leave	44
13.4.4 Special Leave	44
13.4.5 Adoption Leave	44
14. Section 14 Access to Personnel Files	45
15. Section 15 Confidentiality	46
16. Section 16 Absenteeism	47
16.1 Content	47
16.1.1. Punctuality Requirements	47
16.10 Counting Absences	47
16.11 Procedure	48
16.12 Failure to Notify	48
16.13 Authorized Absence Documentation	48
16.14 Guidelines	48
17 Implementation	49

SECTION 1

1.INTRODUCTION

The purpose of this policy overview:

- 1.1. SAMATU has a responsibility to lead the voice that advocates the rights of healthcare practitioners while inspiring and empowering them to tirelessly deliver impeccable health services to the nation.
- 1.2. SAMATU strives to use all legitimate means to introduce and recruit all persons who are eligible for membership to become members, to regulate relations between its members and their employers and protect the rights and promote the interests of members.
- 1.3. SAMATU seeks to negotiate the most favourable conditions of service, remuneration and benefits for members, to continually strive for the enhancement in conditions of service and to monitor the correct implementation thereof in the workplace.
- 1.4. SAMATU seeks to promote and strive for a safe and healthy workplace for members in line with, and where necessary, above and beyond the prescriptions of any legislation, collective agreements and policies in this regard, provide, when deemed necessary, legal assistance to members in matters affecting their duties or their employment provided that such matters shall be between the member and the employer and to advise members on matters relating to their employment and institute legal proceedings for and on behalf of the Union and/or its members.
- 1.5. To promote, support or oppose, as may be deemed expedient or necessary, any laws or other measures affecting the interests of members. Promote professional integrity and high standards of ethical conduct among members and in the health profession including delivery of total health to the populace of South Africa through quality and dedicated service by health care professionals.
- 1.6. To cooperate with employers and employees and/or organisations of employers or employees on any collective bargaining structure or similar body which may be established. Be directly represented on or cooperate with public bodies and other Unions including legislative bodies, in furtherance of the objectives of the union.
- 1.7. While we hope our personnel actions will continue to be positive, from time to time our organisation may unilaterally, in its discretion, amend, supplement, modify, or eliminate one
- 1.8. or more of the benefits or work rules described in this Policy, or any other employment benefits, work rules without prior notice of this policy summarises current organisational programs are intended as guidelines only.

- 1.9. Any oral or written statement by anyone, except those in writing and signed by the General Secretary to the contrary is invalid and should not be relied upon by any prospective or existing employee.
- 1.10. For the purposes of brevity and ease of reading, any reference to the male gender shall also include the female gender unless the content of the policy or clause indicates otherwise.
- 1.11. SAMATU welcomes all policy recommendations, which serve to assist in the formulation of a comprehensive Human Resources Policy. Policy recommendations of this nature should be submitted to the Human Resources Manager using the format below:

This Policy is the sole property of SAMATU, and may not be removed from the Organization's premises.

No part of the text may be reproduced or transmitted in any form or by any means, electronic or mechanical, including by photocopying, facsimile transmission, recording, or using any information storage and retrieval system without permission in writing from the General Secretary.

On termination of employee's employment with SAMATU, this Policy must be returned in its original form to the Human Resources Department.

Any queries regarding the content, interpretation of policies, procedures or any recommendations must be submitted, in writing, to the Human Resources Department

Name: _____

Position: _____

Date: _____

Policy Number: _____

Signature: _____

SECTION 2

2. CONDITIONS OF EMPLOYMENT

2.1. Applicability of the Conditions of Employment

These conditions apply to SAMATU employees, excluding elected officials and office bearers.

2.1.1 Purpose of the Conditions of Employment

The purpose of this policy is to regulate the employer-employee relationship within the organisation and aims to bring about synergy in the application and interpretation of conditions of employment and related issues in the organisation.

2.2. Notice of termination

2.2.1 One week, if the employee has been employed for six months or less;
two weeks, if the employee has been employed for more than six months but not more than one year; four weeks, if the employee has been employed for one year or more.

2.2.3 Notice must be given in writing in accordance with the above stipulations and the notice of termination form must be completed if no formal termination letter is received.

2.2.4 The Human Resources Department, or the General Secretary or the Chairperson must issue the confirmation of termination memo signed by the General Secretary to all departing employees.

2.3. Working Hours

2.3.1 The hours of work will be 40 hours per week excluding a 30 minutes break for lunch.

2.3.2 The official working hours is 8h30 to 17h00 per day from Monday to Friday.

2.3.3 All staff should not work more than 45 hours per week.

2.4. Extra hours worked/ Overtime.

2.4.1 The organization shall compensate employees for extra hours worked.

Such compensation may be in monetary terms or time-off *in lieu* of such time worked in terms of the Basic Conditions of Employment Act.

2.4.2 The determination of the method of compensation shall be made by the General Secretary having considered the approved budget and organisational fiscus.

2.4.3 Considering the operational requirements of the organisation, all employees may be required to work overtime, and such overtime must first be approved by the General Secretary prior it being undertaken.

2.4.3.1 The employer is entitled to terminate an employment contract of an employee who elects not to conclude an agreement to perform overtime in line with the organisation's operational requirements.

2.4.4 The extra hours worked, must be properly recorded by the immediate supervisor, signed, and submitted on monthly basis to the Human Resource Manager or equivalent for concurrence then ultimately to the General Secretary for approval.

2.4.5 The Human Resources Department will keep the record of extra hours worked together with the employees leave record.

2.4.6 No employee may take this time off without the recommendation of the immediate supervisor and the approval of the General Secretary.

2.4.7 Time off must be given within 1 month of it being owed to the employee unless it is carried over due to operational reasons.

2.4.8 Time off for overtime worked not taken within 1 month will be forfeited.

2.5 Public Holidays

Staff will be entitled to all statutory paid public holidays.

2.6. Provident Fund

2.6.1 Provident fund shall be paid to a member upon termination of service and/or disability or retirement.

2.6.2 This payment will be in terms of the current rules of SAMATU Provident Fund and legislation as amended.

2.7. Salary increases

Salaries will be reviewed annually based on the following factors:

- (a) Market related salary information;
- (b) Organisations affordability;
- (c) SAMATU and employee performance for the first two years;
- (d) Economic status of the Country.

2.8 Payment of salaries

- (a) SAMATU pays all salaries on the 25th day of every month, but no later than the last day of the month.
- (b) If the 25th day of the month falls on Saturday or Sunday, the employees' money will be deposited into his/her banking account on the Friday prior to the payday.
- (c) Deductions cannot be taken from the employee's salary unless:
 - 1. The employee agrees in writing to a deduction for money the employee owes the organization and such agreement stipulates what debt it is.

2. A law, a collective agreement made by a union, a court order or an arbitration award allows the organization to take money off the employee's salary.
3. Administrative costs incurred in giving effect to court orders will be deducted from employees without consent.
4. Lawful garnishee orders and emolument attachment orders issued by court.

2.9. 13th Cheque

(a) The 13th cheque is equivalent to one month's basic salary.

(b) It will be paid annually during the month of December.

(c) For employees with less than 12 months service, the amount will be calculated on a pro-rata basis.

(d) In the event of any impossibility to pay employees, SAMATU will pronounce itself on how it will be paid.

2.10 Unemployment Insurance Fund

(a) All staff members, who qualify shall contribute towards UIF.

(b) Contributions will be determined as stipulated by the UIF government regulations and Act.

**NOTE: THE RELEVANT SOUTH AFRICAN LABOUR LAWS WILL COVER
ALL OTHER CONDITIONS NOT COVERED BY THIS POLICY**

SECTION 3

3.1. EMPLOYMENT OF PERSONNEL

- a. Appointment in all positions of the union will be the competency of the National Office.
- b. The General Secretary, as accounting officer shall be vested with the authority to hire and dismiss employees in line with principles of fair labour practice.
- c. The HR Department shall, as far as possible, provide SAMATU with the highest calibre of employees who can effectively contribute to the objectives of the organization.
- d. The dignity and self-esteem of all applicants to SAMATU regardless of race, religion, language, gender and sexual orientation shall be respected.
- e. Employees shall be appointed to positions appropriate to their vocational interests, abilities and skills.
- f. Equal opportunities for employment and development shall be provided to all prospective employees and to all employees applying for promotions and transfers within SAMATU.
- g. The appointment process must be completed 2 weeks after the date of the interview.

3.2 CATEGORIES OF EMPLOYEES

Employees may be appointed as required by circumstances in the following categories:

3.2.1 PERMANENT EMPLOYEES

Definition

Employees appointed to an approved post for an indefinite period on a full-time basis.

Conditions of Employment

- a. SAMATU Human Resources Policy will prescribe conditions and procedures as amended from time to time.
- b. A reciprocal period of thirty (30) days' notice in respect of termination of service applies starting on the 1st or the 15th day of the month if the employee has been employed for one year or more.

3.2.2 CONTRACT EMPLOYEES

Definition

Employees appointed to alleviate temporary workloads, in any department and may not exceed 12 months.

Conditions of Employment

- a. Appointment of contract staff needs to be done in approved posts.
- b. Remuneration of contract staff will be based on the approved rate for the position.
- c. Salary will be paid on the last working day of the month.
- d. Reciprocal notice period One week, if the employee has been employed for six months or less; two weeks, if the employee has been employed for more than six months but not more than one year; four weeks, if the employee has been employed for one year or more.
- e. Termination will be automatically without further notification at the end of the fixed term period stipulated in the contract.
- f. Re-appointment of a specific person as contract employee shall not be permitted before 7 consecutive days after termination of the preceding contract.
- g. Delegated powers of authority in respect of employee appointments and terminations will apply within limits as agreed by the Trade Union.
- h. No employee benefits shall apply except leave and sick leave.

3.2.3 PART-TIME EMPLOYEES

Definition

Employees appointed in an approved post for an indefinite period and who are required to work for only a predetermined part of every working day or week.

Conditions of Employment

- a. Salaries shall be calculated within the full-time salary range of the job grade in accordance with the percentage of hours they work to the full period.

- b. A reciprocal period Reciprocal notice period One week, if the employee has been employed for six months or less; two weeks, if the employee has been employed for more than six months but not more than one year; four weeks if the employee has been employed for one year or more.
- c. Delegated powers of authority in respect of employee appointments and terminations will apply.
- d. Unless otherwise stipulated, the human resources policy and procedures as amended shall further apply.

3.2.4. TEMPORARY EMPLOYEES

Definition

Temporary staff refers to employees appointed to alleviate temporary workloads for a period not exceeding (3) three consecutive months.

Conditions of Employment

- a. Appointment of temporary staff needs not to be done in approved posts.
- b. The finance committee or remuneration committee shall determine an amount for the remuneration of the temporary employees.
- c. Period of appointment of temporary workers will be 3 (three) days or more.
- d. Reciprocal notice period starting the first thirty days will be one day, where after it will be fourteen (14) days if monthly paid and seven (7) days if weekly paid.
- e. Re-appointment of a specific person as temporary staff shall not be permitted before seven consecutive days after termination of the preceding contract.
- f. Delegated powers of authority in respect of employee's appointments and terminations will apply as determined by the SAMATU.
- g. No further benefits shall apply.

3.3.5. CONTRACTOR

Definition

There are instances where SAMATU enters into a contract outside of the human resources policies when a consultant or advisor is appointed to perform specific tasks, investigations and research or when circumstances so dictate. In these instances, SAMATU and the appointee should enter in an explicit contract of appointment in which remuneration and obligations on both sides are stipulated. Usually this contract terminates *ipso facto* at the

finalisation of a project or on a specific date. Persons contracted by SAMATU in this manner cannot be deemed to be staff as defined elsewhere.

Conditions of Contract

- a. Contracted persons receive a consultancy fee which is negotiated, and which must be approved by the General Secretary.
- b. An explicit time is applicable in order to complete the specific project.
- c. The appointment of contracted persons does not require the existence of an approved post.

3.4. RECRUITMENT PROCESSES

- a. All vacant positions shall be advertised.
- b. Applications for the vacancies will first be opened for general members of SAMATU and staff members nationally.
- c. In the absence of available required skills and competencies, SAMATU affiliates and then the general public will contest the post externally.
- d. The screening of the candidates will be the prerogative of the Secretariat office, with the help of any member of staff qualified to do so.
- e. All candidates will be short listed by the Secretariat and Human Resources Department before they are invited to the panel interviews.

3.5 INTERVIEWS

- a. All short-listed candidates will be subjected to a formal interview conducted by the panel as follows:
 - 1. Position at National Office – General Secretary, Deputy General Secretary, Vice President and Human Resources Manager and relevant HOD.
 - 2. Position at Provincial Office – Provincial Chairperson, Provincial Secretary, Deputy General Secretary/Vice President and Human Resources Manager.
 - 3. Position at Branch Office – Branch Chairperson, Branch Secretary, Deputy General Secretary/Vice President and Human Resources Manager.
- b. The interviewing panel will use an appropriate interview questionnaire and appropriate scores will be awarded on the score sheet.
- c. Successful candidates will be informed in writing about the outcome of the interview, no later than two weeks after the interview is completed.

3.6 SUCCESSFUL CANDIDATES

- a. Successful candidates will receive an offer of employment stating the date he/she is expected to resume duties.
- b. Acceptance of the offer of employment shall be submitted to the Human Resources Department within 7 days.
- c. Successful candidates, on resuming their duties, will receive an employment contract and all other administrative issues will be discussed.
- a. The employment contract signed by the General Secretary shall serve as proof of appointment.

3.7 SUBMISSION OF PERSONAL DOCUMENTS

- a. Appointments are subjected to the submission of certain personal documents prior to or at the latest day of commencement duties.
- b. This includes all documents mentioned below:
 - 1) Certified copy of ID document;
 - 2) Certified copy of a Valid Driver's license for certain positions. (i.e., organisers);
 - 3) Marriage certificate;
 - 4) Birth certificates or certificate of adoption of any children, or a certified copy thereof;
 - 5) Membership Certificate of previous medical aid schemes;
 - 6) Work permit (if required);
 - 7) Relevant qualifications;
 - 8) Any change in respect of the dependents, marital status or any of the above, must be reported in writing to the Human Resources Department within one month after change.

3.8 PROCEDURE

- a. It should be ensured that employees are appointed to the applicable category and that the General Secretary authorizes such an appointment.
- b. A letter of Confirmation of Appointment shall be forwarded to the employee enclosing an Acceptance of Employment form.
- c. During the induction, the employee will receive a detailed contract of employment with relevant details such as conditions, summary of policies and procedures including information on the SAMATU provident fund and Medical Aid.

SECTION 4

4.EMPLOYMENT EQUITY

SAMATU has always had a policy of non-discrimination. In order to ensure that manpower requirements are met in future, it has become imperative to introduce formal employment equity procedures.

4.1 Achieving employment equity requires a threefold approach:

4.1.1 Undertaking an employment equity audit.

4.1.2. Secondly, the audit must also reveal the current race composition with the various levels within the organisation.

4.1.3 Specific development plans for high potential employees must be developed, which will be a specific part of the strategic plan.

4.2 Reports on progress

- a. The General Secretary/Human Resources must monitor this programme of each province/department and part of the valuation of HOD's performances should be their achievement of goals in terms of this programme.
- b. Reports on progress against these objectives must be part of each organisational review.
- c. Office Bearers/HOD's responsible for the execution of this programme, must ensure that this policy is clearly communicated to all employees, and where necessary, specific indices must be introduced to assist employees in dealing with increased diversity.

SECTION 5

5.1 PROBATION PROCESS

- a. In the first week the Provincial Secretary/Head of Department must discuss the probationer's description; Probation period shall be stipulated in the employees employment contract and shall differ from categories of employment.
- b. The job description must include the Key Performance Areas, activities and performance standards for each activity.
- c. Both the Provincial Secretary and/or Head of Department must sign the job description after they have agreed on the Key Performance Areas, activities and performance standard.
- d. Should there be any short-term objectives set, the Provincial Secretary and/or Head of Department should conjunction with the probationer give the written objectives to the probationer.

- e. A copy of the job description and the short-term objectives must be placed on the probationer's personal file.
- f. During the **First/Second Month** a performance appraisal should be completed for this period of the probation depending on the employee's position.

5.2 EXTENSION OF PROBATION PERIOD

5.2.1 Process

- a. The following procedure should be followed when probation is extended.
- b. Inform the employee in writing of the reason why it is necessary to extend the probation period (based on facts).
- c. The contents and records kept of the previous month's performance appraisals should form part of these discussions.
- d. The expected standards to be re-iterated.
- e. Decide on a combined plan for both employer and employee and specify both responsibilities and duties in order to achieve expected standards.
- f. Give the employee a letter advising him/her of the extension of probationary period. The development plan must be attached to this letter and the employee should sign an acknowledgement of receipt of the letter.

5.2.2 After the Extension of the Probationary Period

- a. The employee should again be evaluated on a monthly basis for three months to determine the extent of the problem or improvement.
- b. Should there be marked improvement in performance, the employee should be appointed on a permanent basis.
- c. If there is still no improvement, the necessary steps should be taken to terminate services.

SECTION 6

6.1 INDUCTION OF EMPLOYEES

- a. All new employees should go through a general induction at the National Office in the 1st week of their employment.
- b. Thereafter every two or three years, as pronounced at National Congress.
- c. After the 1st week general induction at the National Office, new employees should undergo an induction program with their own department or province.

6.1.1 The general induction should cover the following:

- a. History of the organization
- b. The purpose of the organization
- c. Organisational policies and the Constitution
- d. Personnel practices
- e. Training and Development
- f. Industrial Relations
- g. Safety and Security
- h. Productivity
- i. Conditions of Employment

6.1.2 The departmental induction should cover the following:

Introduction to the work team, relevant services and/or departments, the people in charge.

This ensures that the new employee is made to feel a person, not simply a pair of hands.

Equipment

- a. Fire and Safety procedures
- b. Leave and absence requirements
- c. Work and overtime rules.
- d. Reporting relationships, especially with regard to the Provincial and National Office Bearers.

6.1.3 Follow-up on induction

- a. Heads of Departments and Provincial Secretaries should assess all new employees during the three-month probation period. The purpose is to establish if there are any issues about which the new employee is unsure about or unhappy. It is also a good opportunity to obtain feedback from employees as how the Induction programmes are experience and how it could be improved by completing the Induction questionnaire supplied by the HR Department.
- b. The HOD/POB/NOB must complete the 3-month probation period outcome form and return it to the Human Resources Department to enable them to give feedback to the appropriate person in order to apply remedial action.
- c. It will be the responsibility of the HR Department to arrange the general induction for employees.
- d. It will be the responsibility of the Head of Department or Provincial Secretary to arrange the departmental/Provincial induction.

6.2 INDUCTION CONCLUSION

The induction is a continuing process. The priorities are spread over:

- a. Day of employment
- b. Induction week at National Office
- c. Induction week back in the Department or Province
- d. First 3 months.

SECTION 7

7.1 PERFORMANCE MANAGEMENT

GENERAL OVERVIEW

This policy supersedes all previous Performance management policies applicable to employees appointed and selected in SAMATU. The organisation's performance management will not be an annual or intermittent rigidly structured result-orientated event. SAMATU will aim to a shift in focus from doing the job to adding value in the challenges of modern day organisations. This policy will consist of three sections namely, the performance development, the assessment and the remuneration based on the developed and assessed performance. The purpose of this policy is to justify the existence of assessment within the organisation as people think mistakable that assessment is often viewed, as a means to an end rather than powerful tool to control the organisation results.

PURPOSE

To create a process of measuring the performance required to meet strategic goals, convert them into team and individual goals and manage it through reward and recognition.

How to create conditions that focus on adding value to member requirements

How to create a measurement system that will reinforce and sustain this behaviour.

To inform employees/HOD's and Office Bearers of SAMATU's approach to excellence and total quality.

Use performance evaluation as a tool for developing the employee and improving productivity.

7.2 PERFORMANCE DEVELOPMENT

This section focuses on the development of an employee and the process on how to engage to the development. The whole process is called the **Continuous Employee Development Process** where we compare the set of competencies with those required by a certain role, position or job and then to bridge the gap through the application of training and developmental opportunities.

We are busy introducing the Continuous Employee Development Process (CEDP) to encourage co-operation, alignment with SAMATU initiatives and continuous improvement of staff. For SAMATU to achieve its vision, it is critical that each of us, as SAMATU employees, maintain the skills to support the organisation's growth. We cannot be complacent in our jobs nor rest on past accomplishments. National competition has raised the standard of performance. Both organisation and individuals who are prepared to seize opportunities have a greater probability of success than those not prepared. In addition to missed opportunities, those not prepared to place themselves at risk. Therefore, each employee as well as SAMATU must be committed to learning, continuous improvement, alignment with organisational initiative and meet and exceed member's expectation so that when opportunities occur, we are prepared to take maximum advantage of the opportunity.

The **Continuous Employee Development Process (CEDP)** is a two-way communication process to identify areas of opportunity for individual employee improvement from the perspective of both the employee, Head of Department/Provincial Secretary. Once the areas of opportunity for improvement are identified, developmental activities and goal setting to measure developmental progress are formulated. Developmental progress is measured by identifying success indicators, which are aligned with individual and SAMATU goals. The process will be documented so both parties will have a common document to reference. The importance of the process is not the document – the importance of the process is the identification of areas of opportunity and developmental activities to address those areas.

This process is a communication tool that allows us to express personal goals and accomplishment to receive feedback on job related skills, and stay aligned to SAMATU initiatives. Because of the importance of skills building/development, continuous improvement and alignment, it recognises the attainment of personal and organisational goals and is best accomplished when openly discussed through established plans for the

attainment of these goals. The CEDP emphasises both on personal and professional development.

7.3. PERFORMANCE ASSESSMENT

This section deals with the actual assessment of employees after the performance has been developed. The form in which the assessment will be conducted will be outlined below.

The Head of Department will evaluate staff performance at least annually. However, an office bearer or HOD can request it at any time. The evaluation process will provide an opportunity for SAMATU to recognise and reinforce areas of an employee's strong performance, to identify activities an employee can undertake to enhance strengths, and to develop action plans for areas needing improvement.

7.3.1 SAMATU is committed to:

- a. Ensuring that all employees have reasonable access to training, education and counselling which will promote their skills and abilities in their present functions and promote their career development generally.
- b. Supporting HOD's/POB in their training, guidance on the job coaching of subordinates.
- c. Providing, in collaboration with HOD's/POB, systematic, co-ordinated training, succession planning, career-path planning, performance appraisal and career guidance services.
- d. Evaluation and upgrading all developmental and manpower planning systems and services regularly to meet changing or organisational and individual needs.
- e. Maintaining an open-door approach and ensuring that proper personal and vocational counselling assistance is available to any person in the employment of SAMATU.
- f. Ensure that up-to-date written descriptions of all services by the departments and procedure to be followed in engaging these services are available to all SAMATU employees, HOD'S, NOB'S and POB's.
- g. The evaluation process provides an overall assessment of performance and must allow employees the opportunity to discuss any steps that may aid their continued development.
- h. During the performance evaluation an employee and his/her HOD should also discuss and establish a training and development plan to assist the employee to:
 1. Improve his/her on-the-job effectiveness; and

2. Develop new skills necessary to improve his/her job performance.

It is the responsibility of every employee/HOD/NOB/POB to meet established goals and standards of performance and to conform to organisational policies and procedures. If at any time an employee's performance or conduct is unsatisfactory, the employee must be notified promptly and helped to correct the problem.

If the work performance or behaviour does not improve, the organisation may pursue disciplinary action. SAMATU disciplinary action procedure may include, but is not limited to, a verbal warning, written warning, suspension and then dismissal.

7.4. PERFORMANCE ASSESSMENT PROCEDURE

Factors that will be considered when evaluating employee's performance will be discussed at the beginning of an evaluation period and will be outlined in the laid down performance agreement signed by the employee/HOD.

The following defines SAMATU's various job performance level ratings:

EXCEPTIONAL – EXCELLENT PERFORMANCE

The exceptional performer has extraordinary mastery of the job and interpersonal skills constantly exceed **ALL** requirements associated with the position. The employee rarely requires even minimum guidance in producing results of high quality and volume. Demonstrates innovative work practices and superior judgement, decision-making, leadership and initiative.

Achieved above 95% of the objectives

Met 95% and above of the set service standards

Done additional work above 5

SUPERIOR – OUTSTANDING PERFORMANCE

This employee is a peak performer who continually excels, who always handles the job with ease, who always does more than what is required, and who is always ready to handle additional responsibilities. This employee/HOD exercises judgement and initiative that exceed usual job expectations, producing work result of good quality.

Achieved 90% and above of the objectives

Met 90% and above of the set service standards

Done additional work above 3 to 5

COMMENDABLE – BETTER THAN SATISFACTORY PERFORMANCE (ABOVE AVERAGE)

The employee/HOD meets SAMATU's high level of expectations and is more competent than what would be considered "average" elsewhere. The employee/HOD finishes the job quickly, accurately and can be relied on for positive results. The employee/HOD exercises good judgment and demonstrates initiative in producing work results of good quality. A solid performer who can be depended upon to do the job well.

Achieved 71% to 89% of the objectives

Met 71% to 89% of the set service standards.

Done additional work (up to 3)

ACCEPTABLE – SATISFACTORY PERFORMANCE

The employee performs work that meets many but not all of the key requirements of the position. Most job responsibilities are met in a satisfactory manner when under close supervision. Additional effort would enable the employee to achieve a "commendable" performance rating.

Achieved 50% to 70% of the objectives

Met 50% to 70% of set service standards

UNSATISFACTORY PERFORMANCE

This is an employee who is not getting the job done, lacks necessary drive or know-how, fails to finish assignment on time, continuously make errors, has poor working relationships and is generally unreliable.

Achieved below 50% of the objectives

Did not meet 50% of the set service standards

7.5 PERFORMANCE CONTRACTS

7.5.1 Each employee will sign a performance contract on mutually agreed personal and organisational goals. This contract will also include:

- a. Individual performance goals being linked to what individuals do every day to larger goals and values of the organisation
- b. More effective communication

- c. Ways to improve interaction between individuals, teams and the organisation with members
- d. A self-management processes
- e. Future development opportunities
- f. Job design

7.6 PERFORMANCE EVALUATION

- a. Use performance evaluation as a tool for developing the employee and improving productivity.
- b. Conduct regular performance evaluations as objectively as possible.
- c. Base performance evaluations on how the employee performed in terms of the job requirements only.
- d. Not use performance evaluations for punitive purposes.
- e. Consider performance evaluations when deciding on promotions.

7.7 MERIT APPRAISALS

- a. Conduct a form merit appraisal annually, as objectively as possible in month of September with focus on the awarding of merit increments to an employee.
- b. Base merit appraisals on how the employee performed his/her job requirements only.
- c. Use merit appraisals as a tool to developing the employee and improving productivity.
- d. Not use merit appraisals for punitive purposes.
- e. Only consider merit appraisals when deciding on increases.

7.8 MEASUREMENT

7.8.1 The following measurement techniques must be followed for the performance management of individuals:

- a. Regular Performance Evaluation Reviews
- b. Peer evaluation (contribution to department, group of teams) – depending on circumstances.

7.9 THE PERFORMANCE REVIEW

- a. Acknowledge, confirm, and improve performance
- b. Provides information and clear understanding needed to help employees to perform more effectively in present jobs.

- c. HOD's/ Provincial Secretary and employees are both involved in the ongoing review
- d. HOD's/ Provincial Secretary must be trained to conduct reviews
- e. Positive and corrective feedback must be integrated with education and training programmes.
- f. Reviews and feedback must be documented.

7.9.1 STRUCTURE OF REVIEW SHEET

KEY PERFORMANCE AREAS	1	2	3	4	5
E.g., Responsible for budget of the department/s. Performance Criteria E.g., Timeous monthly submission					
DESIRED BEHAVIOUR E.g., <u>At all times honour the confidentiality of the Department/s.</u> No information regarding the organization should be given without the permission of the HOD. WHERE 1 = PERMANENTLY BELOW STANDARD 2 = PERIODICALLY BELOW STANDARD 3 = PERFORMANCE ON STANDARD 4 = PERIODICALLY ABOVE STANDARD 5 = PERMANENTLY ABOVE STANDARD (EXCEPTIONAL)					

7.9.2 PEER EVALUATION

These include factors that members of the department, unit or team consider important for the individual to achieve the desired standard of teamwork.

KEY PERFORMANCE CRITERIA	1	2	3	4	5
E.g. Problem solving					
Planning					
Managing etc.....					
Time keeping					
Questions that ask the extent to which practice is performed.					
1 = NEVER 2 = SOME OF THE TIME 3 = QUITE OFTEN 4 = MOST OF THE TIME 5 = ALWAYS					

SECTION 8

REMUNERATION

8.1 PURPOSE

- To reward skills and knowledge needed that will add value to the organisation and to outline the principles SAMATU shall apply in terms of salary increases.
- To reward high performing staff and maintain the internal and external equity.
- To develop a market-based remuneration structure for SAMATU.

8.2 OBJECTIVES

Remuneration must contribute to transformation in the following aspects:

- Supporting strategies to improve service delivery to SAMATU members.
- Efficient, fair and democratic administration.
- Promoting the recruitment and retention of skilled employees as cost-effective as possible.
- Transparency
- Environmental and economic changes including HIV/AIDS
- Eliminate or avoid uncontrolled salary and benefit increases
- Ensure proper budgetary allocations
- Sustaining membership

- h. Encourage growth in employee skills
- i. Motivating performance
- j. Avoid duplication of effort within his/her department
- k. Reflect an appropriate balance of Members-Service-Growth (M-S-G) objectives.
- l. Reflect highly leveraged objectives.
- M .Appears to be appropriate aligned with internal and external work units.

8.2.1 This policy is based on "pay for performance" as are the rule, and not the exception and will be tied to three of SAMATU's major goals. M-S-G translated into measurable numeric goals.

- a. Compensation for Level 5 and 6 employees will be tied to M-S-G objectives. HOD's, Organisers and Specialised functions achieve points based on their performance as measured against stated objectives.
- b. Level 1 to 4 employees (support staff) compensation will be in terms of the overall organisational performance and will be linked to departmental goals.
- c. There will be a continuous analysis of improvement that could result in incentive compensation.

The following will be taken into account in determining the compensation of SAMATU employees:

- a. The performance and increase competencies of employees
- b. Available funding
- c. SAMATU job evaluation system
- d. The need to recruit and retain competent employees.
- e. Equal pay for equal work
- f. Service delivery to members
- g. Organisational growth (Membership)

A standard remuneration scale must be established for each graded job to ensure consistency at entry levels. This salary scales must be updated on an annual basis to ensure it stays market related.

8.2.3 The remuneration scales will fall in 6 levels namely:

- 1. Level 1 to 4 support staff
- 2. Level 5 and 6 Management

- 8.2.4 For each Department/Province, the General Secretary/Chairperson shall provide the desirable characteristics for employment and good performance.
- 8.2.5 For each job, the General Secretary/Chairperson shall provide a job description and job title.
- 8.2.6 Salaries and increases for Level 1 to 4 will be performance based for 2 years and inflation linked the 3rd year.
- 8.2.7 Realistic goals and competencies will be set for management staff.
- 8.2.8 Grading rules and grading appeal procedure will be available to staff.
- 8.2.9 Where a job is downgraded due to changes to the job content the incumbent's remuneration will not be adversely affected.
- 8.2.10 The revised SAMATU salary levels are effective annually on 1 July;
- 8.2.11 Salary adjustments will be effective for employees on 1 July annually.
- 8.2.12 SAMATU is committed to compensate its employees at a rate of pay, which is fair and equitable considering different levels of job responsibilities and complexities as well as comparable levels of pay paid by other organizations from time to time.

8.3 IMPLEMENTATION

Procedural instructions for this policy must be introduced to facilitate effective implementation. The remuneration policy will be used after section 2 and section 3 has been conducted. To retain the dynamics of the policy it must be revisited on a regular basis to ensure relevance and effectiveness.

SECTION 9

EMPLOYEE ASSISTANT PROGRAMME

9.1 PHILOSOPHY

SAMATU cares about the health and well-being of its employees and recognizes that a variety of personal problems can disrupt their personal and work lives. Serious personal or family problems are usually amenable to treatment and rehabilitation. For instance, alcoholism is a treatable disease, which has devastating effects on one's personal health, family and work life. Drugs, gambling, family problems and emotional distress can have similar effects. Most people solve their problems, either on their own, or with the advice of family and friends, however, sometimes people need

professional advice. SAMATU, through its Employee Assistance Programme, provides access to professional counselling services for its employees and those in need of professional assistance are encouraged to use the programme.

9.2 PURPOSE OF THE EMPLOYEE ASSISTANCE PROGRAMME

The purpose of the Employee Assistance Programme is to offer confidential assistance to employees who have the potential to be adversely affected by personal problems.

9.3 BASIC PRINCIPLES

- a. Early intervention is desirable in dealing with any personal or family problems. Management and the organisation working cooperatively through the Employee Assistance Programme can help employees to deal with personal problems.
- b. In formal referrals, the employer's concern with employee problems is limited to efforts to address deteriorating work performance. The General Secretary/Chairperson is responsible for identifying with the employee when job performance is below standard. The General Secretary/Chairperson is not responsible for diagnosing the nature of a personal problem and the Employee Assistance Programme is not designed to interfere with an employee's private and social life.
- c. The Employee Assistance Programme applies equally to all SAMATU employees, dependants and significant others.
- d. The Employee Assistance Programme encourages employees to voluntarily seek help (self-referral) for personal problems. The Employee Assistance Programme is strictly voluntary; mandatory referral is not used.
- e. Confidentiality is the cornerstone of the Employee Assistance Programme. Employees' access to the programme is voluntary and will not be conditional on consent to release information to management. Information is not released to anyone without the employee's written consent. Legally, "confidentiality" refers to

the obligation to refrain from willingly disclosing information that has been received in confidence and not to situations in which a court or statute compels a person to disclose information.

- f. Using the services of the Employee Assistance Programme will not jeopardize an employee's current job and opportunity for promotion or advancement.
- g. The Employee Assistance Programme recognizes the need for granting of leave for the purpose of counselling and or treatment; existing agreements covering employee health benefits will be used.
- h. The Employee Assistance Programme does not alter management's responsibility to maintain discipline or the right to take disciplinary measures within the framework of the agreement, nor does it alter the union's prerogatives.
- i. The Employee Assistance Programme is not designed to assist in "conflict resolution" between employees and/or managers. These matters should be resolved through established administrative procedures and/or Collective Agreements. The Employee Assistance Programme can help the employee deal with personal consequences of conflicts which may be work related.

9.4 ACCESS TO THE SAMATU EMPLOYEE ASSISTANCE PROGRAMME

- a. Employees
- b. Casuals with over six months of accumulated service
- c. Retirees;
- d. Any of the above who are on long-term disability
- e. Other groups might be added, due to mobility of departments, with approval of the advisory committee/NOB
- f. To be included in the category of family members for the purpose of inclusion in the Employee Assistance Programme are the following:
 - i. Spouses (including common law spouse and significant others);
 - ii. Dependent children, as defined under the benefits plan.

9.5 AREAS OF ASSISTANCE

The Employee Assistance Programme provides assistance with a broad range of personal concerns, including, but not limited to:

- a. Marital, family and relationship problems;
- b. Substance abuse (alcohol, drugs, prescription medication) and other addictive behaviour such as gambling;
- c. HIV / AIDS Counselling;
- d. Workplace Violence and Trauma Counselling;
- e. Workplace discrimination or victimisation, for example, discrimination against people with disabilities or from designated groups;
- f. Personal debt and financial management problems;
- g. Stress (family, social, job);
- h. Family violence;
- i. Psychological problems;
- j. Sexual harassment;
- k. Work related conflicts.

9.6 ELIGIBILITY FOR THE PROGRAMME

The programme is available to all individuals as outlined on the employee groups and dependants list.

9.7 PROGRAMME OPERATION

- a. The Employee Assistance Programme acts as an intake and referral system, using agencies and services in the community to provide ongoing assistance as appropriate and required. Early recognition of a problem is an important objective; to enable an employee to receive help before a crisis develops. Whenever possible, public community services will be used initially.
- b. Participation in the Employee Assistance Programme is not an alternative to discipline nor is it to be used by management as a disciplinary measure. Mandatory referral is not used in the Employee Assistance Programme. The intent is to allow employees the chance to voluntarily seek help with personal problems.

- c. Any employee can consult, on a confidential basis, with the Employee Assistance Programme Coordinator/Human Resources Department concerning access to the programme or to ask general information.
- d. There shall be an Employee Assistance Programme Advisory Committee composed of three members from management, three members from the SAMATU Employees, the Employee Assistance Programme Coordinator as advisor, and advisors as agreed upon by the Advisory Committee.
- e. There is no cost for employees to consult with the Employee Assistance Programme Coordinator. If further counselling is necessary, the Employee Assistance Programme Coordinator will outline community and private services available. Any costs associated with private services are the responsibility of the employee unless otherwise advised.

9.8 RIGHTS AND RESPONSIBILITIES

9.8.1 Preamble

- a. Maintenance of acceptable job performance is a shared responsibility.
- b. Performance goals must be set by the manager along with the employee and achievements measured against these goals.
- c. The employee, coached by the manager, responds by accepting responsibility for maintaining satisfactory job performance.
- d. Declining job performance should be addressed from a number of perspectives. The organization acknowledges exemplary performance by recognition of individuals and groups of employees for this type of performance.

9.8.2 Employee Rights and Responsibilities

- a. Personal information concerning employee participation in the Employee Assistance Programme is maintained in a confidential manner.
- b. No information related to an employee's participation in the programme is entered into the personnel file.
- c. Access is limited to Employee Assistance Programme staff.

- d. An employee may review the Employee Assistance Programme file at any reasonable time.
- e. The Employee Assistance Programme file is destroyed after seven years following closure of the case.
- f. Leave may be granted in accordance with the Collective Agreement and/or terms and conditions of employment for professional assessment, counselling and treatment.
- g. It is the responsibility of the employee to maintain satisfactory job performance.
- h. In the event that personal problems cause deterioration of work performance, the employee has a responsibility to obtain the necessary help to bring job performance up to an acceptable level.
- i. The Employee Assistance Programme offers a means to obtain this help.

9.8.3 Manager's Responsibilities

- a. Address work performance problems through normal supervisory procedures.
- b. Be consistent and treat employees fairly.
- c. Make employees aware of the Employee Assistance Programme in instances where declining job performance has been determined, if appropriate.
- d. Do not attempt to diagnose personal problems of the employee or offer a personal opinion.
- e. Provide follow-up and support to employees upon return to work, if appropriate.
- f. Do not require the employee to divulge the nature of the problem when requesting leave for an appointment with the service providers under the Employee Assistance Programme. If necessary, the employee can provide verification of attendance through the Employee Assistance Programme Coordinator.
- g. Maintain a strict level of confidentiality with all cases.

9.8.4 Union's Responsibilities

- a. Be knowledgeable about the programme and the referral procedure.
- b. Encourage members to use the Employee Assistance Programme if appropriate.
- c. Maintain a strict level of confidentiality with all cases.

9.8.5 Employee Assistance Programme Coordinator's Responsibilities

- a. Oversee the Employee Assistance Programme to ensure effective and consistent application of the policy and procedures.

- b. Provide information sessions to management and union personnel regarding the Employee Assistance Programme.
- c. Promote the Employee Assistance Programme in the workplace.
- d. Develop and maintain an accurate, current data bank on "helping" resources and services in the community including a brief description of services available and the cost, if any, of the service.
- e. Liaise with service providers to assure service standards are acceptable and meet the requirements of clients.
- f. Conduct screening and preliminary assessment for persons contacting the Employee Assistance Programme for assistance. Provide full information regarding participation in the programme.
- g. Referral to a professional counsellor for detailed assessment and treatment as appropriate.
- h. Follow-up as appropriate with the individual to assure assistance was beneficial.
- i. Assist the employee in his or her return to the work environment as appropriate.
- j. Provide consultation to managers regarding the Employee Assistance Programme services.
- k. Organize and/or facilitate, on an ongoing basis, educational programs for employees about the Employee Assistance Programme's services.
- l. Maintain all information on employees participating in the Employee Assistance Programme in a confidential, secure manner.
- m. Provide feedback to management as to areas where special attention or training is required.

9.8.6 Access, Referral and Offers of Assistance

- a. Access to the Employee Assistance Programme can either be self-initiated or employer initiated.
- b. The decision to seek assistance through the Employee Assistance Programme is always voluntary.
- c. When the employer makes an offer of assistance, it is not mandatory for the employee to accept the offer.
- d. The contact details of the designated Employee Assistance Programme Coordinator(s) and Committee members may be obtained from the Human Resources Manager.

9.8.7 Summary

The Employee Assistance Programme can benefit everyone. Employees obtain help with personal problems, which may be affecting their wellbeing, family life or work performance. The employer benefits by retaining employees with valuable skills and knowledge. Early use of the programme can contribute to the prevention of serious problems for the individual employee, family and employer.

9.8.8 Forms

Form 1 Formal Offer of Assistance (Company Initiated)

Form 2 Formal Request for Assistance (Employee Initiated)

Form 1

SOUTH AFRICAN MEDICAL ASSOCIATION TRADE UNION

CONFIDENTIAL FORMAL OFFER OF ASSISTANCE

TO:

DATE:

On _____ we discussed employee's job performance and the opportunities available with the EMPLOYEE ASSISTANCE PROGRAMME.

If employee decide to accept this offer, an appointment is scheduled for employee at _____(time) on _____(date).

Signature General Secretary

Date

Read and Understood

Signature of Employee

This is not a mandatory referral and the employee is not obligated to attend.
A copy of this form is to be delivered to the departmental head personnel file maintained in a separate, confidential manner by the Human Resource Manager.

Form 2

SOUTH AFRICAN MEDICAL ASSOCIATION TRADE UNION

CONFIDENTIAL REQUEST FOR ASSISTANCE

TO: Employee Assistance Programme Coordinator

DATE:

I, _____ hereby request an interview with the Employee Assistance Programme Coordinator.

I acknowledge that the matter I wish to address falls within the scope of the Employee Assistance Programme. I further undertake to make the necessary arrangements directly with my GENERAL SECRETARY/CHAIRPERSON for time-off from work to attend the interview.

Signature of Employee

Department

Date

Supervisor's Name

A copy of this form is to be delivered to the departmental GENERAL SECRETARY/CHAIRPERSON personnel file maintained in a separate, confidential manner by the Human Resource Manager.

SECTION 10

10. SMOKING

10.1 Philosophy

There is increasing recognition of the need to restrict smoking in the workplace for medical, legal and financial reasons, including recognition of the health effects of passive smoking, of the need to manage the risk of liability from disease caused by passive smoking, and encouraging smoking cessation as part of health promotion in the workplace.

Medical evidence clearly shows that smoking is harmful to the health of smokers. Medical research has also established that second-hand smoke is significant health hazard to non-smokers, which, if not controlled, has short-term effects such as irritation to eyes, throat and respiratory tract, as well as long-term effects including impaired lung function and lung cancer.

10.2 Objectives

- a. The objective of this policy is to protect non- smokers from exposure to second-hand smoke, thereby enhancing the air quality of the work environment of SAMATU.
- b. Eventual ban on smoking in the workplace, so as to yield supplementary benefits, such as reducing the level of sick leave by employees.
- c. To educate smokers about the harmful effect of smoking and give advice, guidance and support if employee decide to quit smoking.
- d. To change the working environment to minimise the harmful effects of passive smoking on non-smokers.
- e. To provide employees with a healthy and efficient working environment and to avoid conflict in the workplace.

10.3 Policy

10.3.1 Education and information programme shall be provided to all staff with information on the effects of smoking on health.

10.3.2 Change will be implemented to the work environment.

10.3.3 In all workplaces, particular areas shall be designated as non-smoking areas which are as follows:

10.3.3.1 Any area in which a fire or safety hazard exists, including SAMATU owned vehicle;

10.3.3.2 Rooms where meetings are being held;

10.3.3.3 Common areas, including elevator, staircase, lobbies, waiting room, copier room, store rooms, reception area and rest rooms.

10.3.4 No smoking to be allowed in offices where facilities are shared, including open plan/communal office.

10.3.5 A private office may be designated 'smoking permitted' or 'non-smoking' by the occupant. The occupant should, however, refrain from smoking from his/her office when a non-smoking visitor/member is present.

10.3.6 Smoking will not be prohibited in workplaces, but rooms/areas will be provided to accommodate smokers.

10.3.7 Smokers should manage their smoking breaks in a responsible manner to respect department needs and management discretion. Prolonged or frequent absence could be dealt with as a matter of poor performance and misconduct.

10.3.8 Signs shall indicate clearly the presence of a smoke area.

10.4 Disciplinary procedures

After the completion of the implementation, non-compliance with the provisions of this policy shall result in disciplinary action being taken against any employee. When recruiting staff, the policy shall be stated

10.5 Operational procedure

10.5.1 Phase One

A three months warning notice of the introduction of the smoking policy. This shall be long enough for smokers to adjust while short enough for people to come to terms with it. Good staff communication, which is of the utmost importance in the implementation of any policy, will be provided.

9.5.2 Phase Two

Smokers will be expected to fully comply three months from the date of introduction of this policy.

Work areas shall be made smoke-free as per policy

Signs at the relevant areas as well as SAMATU commitment to a smoke free workplace shall be displayed.

9.5.3 Phase Three

The efficiency of the policy be reviewed and modifications will be made, if necessary, particularly to comply with any legislative enactment or amendments. The eventual objective is to ban all smoking at the workplace.

SAMATU reserves the right to amend or withdraw this policy in accordance with the provisions of The Tobacco Product Control Act, 1993, and the Tobacco Product Control Amendment Act, 1998.

10.6 Exemptions

10.6.1 Health and Safety committee may recommend to management exemptions to this policy. Exemptions will only be permitted after a careful review is carried out to justify the need for each exemption. Exemptions should be based on unique circumstances that make enforcement of the policy impractical or unreasonable.

9.6.2 Where an exemption is granted, smoking should be restricted to designated areas. These areas should be arranged to minimise the effect of second-hand smoke in adjacent non-smoking areas.

9.6.3 Exemptions will be reviews annually be the health and safety committee, which will make appropriate recommendations on whether the exempted area can be phased out or is still required.

The human resources department will be responsible for facilitating the implementation of this policy and for monitoring adherence.

Health and Safety committee will be responsible for review of concerns, complaints, or questions about the application of this policy as referred to them by management or staff. Also, to resolve any problems arising from this policy.

SECTION 11

SEXUAL HARRASMENT

11.1 Philosophy

SAMATU's position is that sexual harassment is a form of misconduct that undermines the integrity of the employment relationship. All employees have the right to work in an environment free from all forms of discrimination and conduct which can be considered harassing, coercive, or disruptive, including sexual harassment. Anyone engaging in harassing conduct will be subject to discipline, ranging from a warning to termination. SAMATU believes that employee should be afforded the opportunity to work in an environment free of sexual harassment. Sexual harassment is a form of misconduct that undermines the employment relationship. No employee, either male or female, should be subjected verbally or physically to unsolicited and unwelcome sexual overtures or conduct.

Sexual harassment refers to behaviour that is not welcome, that is personally offensive, and that debilitates morale and, therefore, interferes with work effectiveness.

Behaviour that amounts to sexual harassment may result in disciplinary action, up to and including dismissal.

11. 2 Policy

SAMATU has adopted, and its policy is based on, the definition of sexual harassment set forth by the Equal Employment Opportunity Commission (EEOC). The EEOC defines sexual harassment as unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature when:

Submission to such conduct is made either explicitly or implicitly a term or condition of employee's employment (e.g., promotion, training, timekeeping or overtime assignments)

Submission to or rejection of such conduct by manager is used as the basis for employment decisions affecting applicant (hiring, promotion, termination)

Such conduct has the purpose or effect of unreasonably interfering with employee work performance or creating an intimidating, hostile or offensive working environment.

11.3 What employees should do if sexually harassed?

If an employee feels that he/she have been the recipient of sexually harassing behaviour, report it immediately to the Human Resources Department or General Secretary/Chairperson. It is preferable to make a complaint in writing, but employee can accompany or follow up employee's written complaint with a verbal complaint.

If the General Secretary/Chairperson is the source of the harassing conduct, report the behaviour to the HR department or to the Deputy General Secretary/Chairperson.

Employee's identity will be protected and employee will not be retaliated against for making a complaint.

11.4 What happens after a complaint is made?

Within two days after a written complaint is made, HRM, or General Secretary/Chairperson designated by the Office Bearers, will investigate the complaint. The person will speak with possible witnesses and will speak with the person named in employee's complaint. Employee's anonymity will be protected.

Depending on the complexity of the investigation, employee should be contacted within four days, about the status of employee's complaint and whether action is being taken.

11.5 Management's Responsibility

SAMATU wants its employee to have a work environment free of sexual harassment by management personnel, by co-workers and by others with whom an employee must interact in the course of his/her work as a SAMATU employee. Sexual harassment is specifically prohibited as unlawful and as a violation of organisation's policy. SAMATU is responsible for preventing sexual harassment in the workplace, for taking immediate

corrective action to stop sexual harassment in the workplace and for promptly investigating any allegation of work-related sexual harassment.

11.6 Complaint Procedure

If employee experience or witness sexual harassment in the workplace, report it immediately to human resources department. If human resources personnel are the person who is harassing employee, employee may approach any Office Bearer. All allegations of sexual harassment will be quickly investigated. To the extent possible, employee's confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, employee will be informed of the outcome of that investigation.

11.7 Retaliation Prohibited

SAMATU will permit no employment-based retaliation against anyone who brings a complaint of sexual harassment or who speaks as a witness in the investigation of a complaint of sexual harassment.

11.8 Written Policy

Employee will receive a copy of SAMATU's Human Resources Policy containing the sexual harassment section when employee begin working for SAMATU. If at any time employee would like another copy of the section of the policy, please contact human resources department. If SAMATU should amend or modify its sexual harassment policy, employee will receive an individual copy of the amended or modified policy.

11.9 Sanction

Sexual harassment will not be tolerated at SAMATU. If an investigation of any allegation of sexual harassment shows that harassing behaviour has taken place, the harasser will be subject to disciplinary action, up to and including dismissal.

SECTION 12

DRUGS AND ALCOHOL ABUSE

12.1 APPLICABILITY

This policy applies to all SAMATU permanent and temporary salaried employees.

12.2 PURPOSE

SAMATU is committed to providing a workplace free from drug and alcohol abuse. We are concerned about the wellbeing of employees whose drug or alcohol use may affect their job performance as well as their safety and the safety and well-being of co-workers.

- a. The possession, use, sale or distribution of illegal substances during or after working hours, on any of the organisation's premises or in vehicles is strictly prohibited.
- b. The unauthorised possession, use, sale or distribution of alcoholic beverages during or after working hours, on the premises or in vehicles is also prohibited.
- c. Coming to work under the influence of alcohol or any controlled substance is likewise prohibited.
- d. Any employee or person employed by a contractor, performing work on the organisation's premises, suspected of being under the influence of alcohol or drugs will be subject to a voluntary alcohol or drug test.
- e. Anyone found possessing, using, selling or distributing illegal substances or, without authorisation, possessing, using, selling or distributing alcohol during working hours, on the organisations premises or in vehicles or being at work under the influence of alcohol or any controlled substance will be subject to immediate disciplinary action up to or including dismissal.
- f. Reporting on duty under heavy influence of intoxicating drugs, unfit to perform duties properly due to the influence of intoxicating drugs.
- g. Reporting for duty smelling heavily of the intoxicating drugs substances
- h. Using of alcohol on the premises or on duty without authorisation.
- i. We encourage employees who think that they may have a drug or alcohol dependency problem to seek assistance through their Head of Department and/or Office Bearers.

SECTION 13

EMPLOYEE LEAVE

13.1 ANNUAL LEAVE

- a. Staff employed by the organization will be entitled to 30 days leave per year.
- b. Leave shall be taken during the recess period in December/January.
- c. The National Secretariat shall determine the dates of the recession from time to time.
- d. Employees with more than one (1) years' service may take 5 of the 30 days leave any other time during the year.
- e. If the full period of leave is taken during the recess in December/January, employees will not be entitled to the 5 days during the year.
- f. Prior to taking the 5 days annual leave, a numbered leave form must be submitted to the General Secretary for his approval.
- g. Employees may only go on leave once the Human Resources Department informs them that the leave was approved.
- h. Employees may be required to take leave at particular times to suit the needs of the organization.
- i. Employee's leave cycle commences annually on the anniversary date of their entry into the service of the organization.
- j. In the first (1st) year of employment, employees may take their full annual entitlement.

NOTE: In the event that such an employee should thereafter leave the organization before completing twelve months service, the person concerned shall refund the organization in respect of the number of days' leave taken in excess of his/her pro-rata entitlement for the actual period served.

13.2 SICK LEAVE

- a. All staff is entitled to 120 days sick leave on full pay in a fixed cycle of three years.
- b. After the 120 days expired, 60 days will be granted on half pay followed by leave without pay for another sixty (60) days.
- c. A medical certificate issued by a qualified medical practitioner registered with the Health Professionals Council of South Africa or a recognized Traditional Healer

must substantiate any sick leave before or after a weekend and before or after a public holiday. The original medical certificate together with the completed and signed leave form must be submitted to the Human Resources Department.

- d. Employees shall inform the Human Resources Department telephonically of any absence due to illness before 10h00 of any workday.
- e. On suspicion of abuse, the organization reserves the right to request a medical certificate for any day absent on sick leave.
- f. On suspicion of abuse and/or incapacity, the organization reserves the right to start the procedure.

13.3 FAMILY RESPONSIBILITY LEAVE

- a. Immediate family is defined as the employee's spouse or life partner, parent or adoptive parent, grandparent, child or adopted child and/or siblings.
- b. Staff members will be entitled to 5 (five) days family responsibility leave with the same conditions as stipulated in the Basic Conditions of employment Act.
- c. Before paying an employee for such leave, the organisation will require reasonable proof of an event contemplated for which the leave was required.
- d. Documentary proof will be required for this leave.
- e. The General Secretary shall approve all such leave.
- f. An employee's unused entitlement to leave in terms of this of this policy lapses at the end of the annual leave cycle in which it accrues.

SITUATION	PROOF REQUIRED	WHEN REQUIRED
-Death of immediate family member	-Death certificate -Proof that the deceased was an immediate family member	-Within seven days of reporting funeral
-Birth of a child	-Birth certificate	-On return from Family Responsibility
-Illness of Child	-Medical certificate specifying the name of child	-on return from Family Responsibility Leave

13.4 PATERNITY AND MATERNITY LEAVE

13.4.1 MATERNITY

- a. All postpartum employees are entitled to four (4) months maternity leave with 100% pay of the basic salaries and contribution to benefits.
- b. To qualify for maternity leave, employees of the organization must have one (1) year unbroken service.
- c. The organization will pay its own medical and retirement fund contributions for a maximum period of four (4) months. The employee's contribution will be deducted from the portion of her salary during this period.
- d. Employees who qualify for maternity leave will be able to take the prorata leave due to them directly before the commencement of the approved maternity leave.

13.4.1.1 Employees may only leave for maternity leave if:

- a. A letter from a medical practitioner is handed in indicating the confinement date, the date recommended by the medical practitioner that the employee must stop working and the date of return to work.
- b. The General Secretary must sign the Maternity leave contract together with a completed leave form.
- c. copy of the signed contract and leave form will be kept on the personnel file and a copy given to the employee.
- d. Employees will be guaranteed continuous employment, provided that they return to work immediately after the expiry of the maternity leave granted.
- e. Any maternity leave in excess of the four-month period may only be granted at the discretion of the General Secretary. Such additional leave will be unpaid and the organization will not pay for any benefits.

13.4.2 PATERNITY LEAVE

The organization will grant a maximum of 10 (ten) days paid paternity leave per annum subject only to satisfactory, documented proof accompanying any application for paternity leave. Paternity leave will only be granted upon the birth of the employee's own child.

13.4.3 STUDY LEAVE

- a. Any member of staff engaged in academic or other kind of studies, qualifies for study leave.
- b. Study leave will be calculated on a 50/50 basis, meaning 1 day given by the organization and the employee takes 1 day from his/her annual leave.
- c. Study leave may only be taken if documentary proof is submitted to support the latter.

13.4.4 SPECIAL LEAVE

- a. Employees on a full-time basis will be entitled to special leave of 5 days per annum.
- b. Prior to taking the special leave, the General Secretary must approve this leave.
- c. Employees may only take the special leave once the General Secretary approves it.

13.4.5 ADOPTION LEAVE

The organization will grant adoptive parental leave to parents to 10 weeks consecutive unpaid adoption leave.

SECTION 14

ACCESS TO PERSONNEL FILES

PURPOSE

To assure SAMATU office bearers and employees that their personnel files are handled professionally.

RESPONSIBILITIES

- a. The Human Resources department are responsible for the keeping of employee files locked at all times. Files of all SAMATU officials will be kept by the Secretariat locked at all times.
- b. SAMATU will maintain a personnel file on each employee and office bearer. The personnel files include such information as original job applications, resumes, records of qualifications and training, documentation of performance appraisals and salary increases and other employment records.
- c. Personal files are the property of SAMATU, and access to the information they contain is restricted. Generally, only SAMATU heads of departments who manage staff and who have legitimate reason to review information in a file are allowed to do so.
- d. Any employee wishing to review their personnel file should contact the Human Resources Manager for an appointment. With reasonable advance notice, employees may review their own personnel file in SAMATU offices and in the presence of an individual appointed by SAMATU to maintain the files. Nobody will be allowed to photocopy any item in his or her signature without the permission of the Human Resources.
- e. No personal information may be given to a third party without the permission of employee's or office bearers.

Failure to comply with the policy will be viewed as a serious disciplinary breach and in appropriate circumstances could give rise to dismissal and/or legal action, or both.

SECTION 15

CONFIDENTIALITY

APPLICABILITY

This policy applies to all SAMATU permanent salaried employees.

PURPOSE

To ensure that information relating to employees and the organisation is respected and not made public in an unacceptable manner.

POLICY

Conditions of employment are private and confidential and may not be discussed with any staff member other than with their support.

All information of a confidential nature acquired by employees during the course of their employment with SAMATU must be treated as such and may not be disclosed without authority from the General Secretary during employment or after termination of such employment.

For the purpose of this clause "confidential information" shall be deemed to include but shall not be limited to:

- a. The organisations trade secrets
- b. Business methods and techniques.
- c. The identity of the organisation's members
- d. The identity of the organisation's suppliers and/or customers
- e. Any information regarding organisational issues such as internal discipline and problems
- f. Any information regarding the conduct of employees or leaders of the organization

SECTION 16

ABSENTEEISM

Philosophy: Timely attendance at work is crucial to making the organisation to run smoothly. We must meet service requirements to satisfy our member's demands. The staff needs to do their part in achieving this goal, and one way is to maintain a good attendance record. Any absence or tardiness becomes a part of employee's employment record.

Applicability

This policy is applicable to all full and part-time salaried employees employed by SAMATU.

Objective: The policy is designed to impress upon employees, that the needs of SAMATU require them to get to work on time and that they need to let human resources department know when they will be unable to make it in to work.

16.1 Content

16.1.1. Punctuality requirements. Employees are expected to be at their workstations on time. Tardiness is defined as being at employee's workstation at least [15] minutes past employee's scheduled starting time. You should also notify the human resources department when you know you may be late for work. Being on time makes it easier for all of us {staff and members} because tardiness hinders teamwork among employees. Being tardy for work or leaving the job station before quitting time will be considered cause for corrective action.

16.10 Counting absences. Here are the rules for how absences will be counted:

- i. An unscheduled absence for at least one-half of the workday will be counted as one occurrence.
- ii. An absence for one or more consecutive workdays will be considered one occurrence. For example, if you're out two consecutive days, that will count as one occurrence.
- iii. If an employee returns from an absence (due to an illness) and goes out again due to the same illness after being at work for no more than one day, then the absence will be counted as one occurrence.

Repeated occurrences will result in verbal counselling, written counselling, and/or suspension or termination of employment.

16.11 Procedure

- a. In the event that employee is unable to come to work, be sure to call in and let the human resources department know, in advance where possible, but no later than employee's regular starting time, so that arrangements for other help can be made.
- b. Vacation days must be scheduled at least 24 hours in advance except in cases of emergency.
- c. Employees may be granted excused absences for sickness/illness when the appropriate person is notified prior to the start of work. Pre-scheduled medical/professional appointments (lawyers, clergy, counsellors, etc.) or other compelling reasons, with prior supervisory approval, may also be considered as excused absences.
- d. Absence of three or more consecutive scheduled working days without notifying the appropriate person will be considered as a voluntary termination, and you will be removed from the payroll.

16.12 Failure to notify

- a. If an employee does not come to work and does not call in, at some point we have the right to determine that you're not coming back. Thus, our rule is that unauthorized absences of three or more consecutive days without notice will be considered as a voluntary termination, and we will remove employee from the payroll.
- b. If an employee is repeatedly absent without authorization, employee could be subject to counselling, suspension, and dismissal.

16.13 Authorized absence documentation

We may require documentation of authorized reasons for absence.

16.14 Guidelines

General absence guidelines are nevertheless necessary to ensure that we are able to conduct this organisation in a predictable manner. Although we are not interested in monitoring employees' comings and goings, we need to know, in advance where possible, when the employee will be absent from work. Here are those guidelines.

Absences. Employees are expected to be at work and to work a full workweek, except for authorized absences. Authorized absences include the following:

- a. Vacation time scheduled in advance [annual closure]
- b. Sick leave
- c. Death in employee's family
- d. Time off to vote

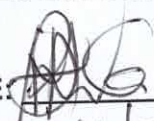
- e. Emergency situations beyond employee's control

17. IMPLEMENTATION

Procedural instructions for this policy must be introduced to facilitate effective implementation.

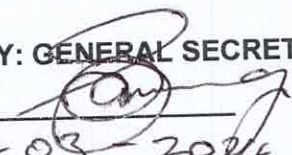
The absenteeism must be read together with the leave procedure.

CONTROLLED BY: COMPLIANCE
OFFICER

SIGNATURE: 

DATE: 2024/03/19

APPROVED BY: GENERAL SECRETARY

SIGNATURE: 

DATE: 19-03-2024

DOCUMENT CONTROL SHEET

Revision No	Revised By	Revisions Made	Date
01		New Document	