



national film and video foundation
SOUTH AFRICA
an agency of the Department of Sports, Arts and Culture

NATIONAL FILM AND VIDEO FOUNDATION

HUMAN RESOURCES POLICIES MANUAL

MARCH 2024

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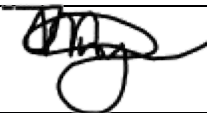

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APPROVAL

The signatories hereof, confirm their acceptance of the content and authorise the adoption thereof.



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31 March 2024

Date

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1. TERMS

1.1 Abbreviations

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
DPSA	Department of Public Service and Administration
EXCO	Executive Committee of Council
HOD	Head of Department
HR	Human Resources
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Pensexual, Two-spirit, Asexual and Ally
PAYE	Pay as You Earn
PDP	Personal Development Plan
NFVF	National Film and Video Foundation
SAQA	South African Qualifications Authority
UIF	Unemployment Insurance Fund

1.2 Definitions

Unless indicated otherwise, the following words and phrases means:

1.2.1 “Confidential information” means –

- (a) Information that has been classified by the Employer or third parties as confidential;
- (b) Proprietary information that belongs to third parties that do business with the Employer or those that are bidding for tenders;

- (c) Personal information which includes but is not limited to salaries, banking details, medical conditions and records and personal details that have supplied to the Employer;
- (d) Information that is legally privileged;
- (e) Intellectual property belonging to applicants who apply for the Employers' various funding programmes including but not limited to scripts, marketing plans, events, films regardless of format, promotional material.

1.2.2 **"Constitution"** means Constitution of the Republic of South Africa, 1996.

1.2.3 **"Conflict of Interest"** means any instance in which a reasonable person may perceive a risk or possibility that an employee's private interests or the interests of a related person may impede an employee's ability to perform his or her duties and / or obligations as a Member of the Council, a Committee, an Advisory Panel in a fair and unbiased manner. Conflict of interests is deal with in details in a separate Conflict of interests Policy.

1.2.4 **"Employee"** means any individual in the employ of the National Film and Video Foundation as defined in section 213 of the Labour Relations Act 66 of 1995, as amended.

1.2.5 **"Employer"** means National Film and Video Foundation.

1.2.6 **"Ethics"** means the minimum ethical standard that is expected from Employees that sets a standard for integrity and ethical values in their conduct. Ethics are dealt with in detail in a separate Ethics Policy.

1.2.7 **"Gifts"** are items and services of value which are given by any outside parties, but do not include items described under:

- (a) Normal business entertainment items such as meals and beverages are not to be considered gifts;
- (b) Items of minimal value, given in connection with sales campaigns and promotions or employee services, safety or

retirement awards are not to be considered gifts for purposes of this Policy; and

- (c) Contributions or donations to recognized charitable and non-profit organizations are not considered gifts.

1.2.8 "**Shop stewards**" means union members elected in this capacity in accordance with the Union's Constitution.

1.2.9 "**Social media**" means social or networking sites (SNS), blogs, wikis, podcasts, forums, content communities and microblogging (International Telecommunications Union, 2006).

1.2.10 "**Stakeholder**" means an organisation or person that has an interest in the NFVF as the custodian of the audio-visual content industry in South Africa, and that can be affected or affects the business of the NFVF. The primary stakeholders of the NFVF include the NFVF staff, the Department of Arts and Culture, industry organisations, applicants for NFVF funding and the beneficiaries of NFVF funding.

1.2.11 "**Trade Union**" means an association of employees whose principal purpose is to regulate relations between the employees and the NFVF, including any employers' organisations.

2. PREAMBLE

2.1 Mission, Vision and Values

The NFVF works with all Stakeholders to support the development and promotion of a transformed and thriving South African audio-visual content industry.

2.2 Mission

To collaborate with all stakeholders to enable the development and promotion of a transformed and thriving audio visual industry.

2.3 Vision

Our vision is to be a leader towards a sustainable and diverse audio visual content industry that represents the nation's aspirations and celebrates our diversity through the values of creativity, freedom of expression, entrepreneurship, equitable redress and collaboration.

2.4 Values

2.4.1 The values of the NFVF are: Integrity, Respect, Equitable, Innovation, Collaborative, Service Centric and Professionalism.

2.4.2 The NFVF values its Employees:

It is acknowledged that human resources are the organisation's major asset and contribute to the achievement of the vision and mission. The NFVF undertakes to create a culture of performance and compliance by:

2.4.2.1 Assisting all Employees to reach their full potential;

2.4.2.2 Promoting equal opportunities for their development;

- 2.4.2.3 Promoting and maintaining high standards of professionalism, accountability and integrity;
- 2.4.2.4 Communicating honestly, responsibly and transparently with all stakeholders and the public;
- 2.4.2.5 Respecting cultural and language diversity through the implementation of the Use of Official Languages Policy; and
- 2.4.2.6 Upholding the principle of participation.

3. PURPOSE OF THIS MANUAL

3.1 The purpose of this manual is to ensure compliance with the implementation of various laws, regulations and best practices in Human Resources, particularly in accordance with the following pieces of legislation as amended from time to time:

- Constitution of the Republic of South Africa, 1996;
- Basic Conditions of Employment Act, 1997;
- Employment Equity Act 1998;
- Labour Relations Act 1995;
- Public Finance Management Act, 1999;
- Skills Development Act 1998;
- Skills Development Levies Act 1999;
- King IV Code of Governance;
- The Protection of Personal Information Act 4 of 2013;
- Electronic Communications Act 36 of 2005;
- Electronic Communications and Transactions Act 25 of 2002; and
- Any other applicable law of the Republic of South Africa.

3.2 This manual seeks to ensure that, operationally, there is:

- Uniformity and consistency in the implementation of policies within the organisation;

- Training and communication for all Employees on their rights and obligations and procedure to be followed; and
- Ensuring human resource alignment with business objectives.

3.3 The manual must be read together with other organisational policies developed from time to time, including the various charters of Council, terms of reference of committees and/or panels, the funding policy/ies, The Promotion of Access to Information Act Manual, the Information Technology (IT) policy, and any Conflict of Interest policy. Where applicable, changes to this manual will inform changes to other policies.

3.4 All Employers' policies, including this manual, will be made accessible to all Employees and will be sent electronically to all after Council approval.

3.5 At least two (2) general policy inductions will be conducted annually to familiarise all Employees with policies that apply. Attendance of these inductions is compulsory. Human Resources and the Legal and Compliance functions will arrange and ensure that new Employees attend an induction during the first month of employment.

4. APPLICATION

4.1 The provisions of this manual apply and are binding on all Employees of the NFVF.

4.2 This manual does not supersede the applicable policies approved by the Council and must be read in conjunction with other existing organisational policies.

4.3 Line Managers must be consistent and impartial in the implementation of this Manual.

5. AUTHORITY

5.1 All Employees are accountable to and should report to their Line Manager.

5.2 Authority may be delegated as follows:

5.2.1 CEO Position:

5.2.1.1 The CEO shall have the authority to delegate some or all of his/her duties and roles on an ad-hoc basis to a Head of Department(s) to be temporarily in charge of the daily operations and essential duties of CEO.

5.2.1.2 Such delegation shall set out its timeframe.

5.2.1.3 In case of a temporary vacancy arising due to illness or leave of absence for longer than six (6) uninterrupted weeks, the Council of the NFVF may appoint a Head of Department to "act" in this position and to be temporarily in charge of the daily operations and essential duties of the CEO.

5.2.1.4 Should a permanent vacancy arise in this position, the Council shall follow the recruitment and placement procedure of the NFVF in respect of the recruitment and appointment of a CEO.

5.2.2 Delegation by Heads of Departments (HODs):

5.2.2.3 A Head of Department shall have the authority to delegate some or all of his/her duties and roles on an ad-hoc basis to another Head of Department(s) to be temporarily in charge of the daily operations and essential duties of the delegating HOD.

5.2.2.4 Such delegation shall set out its timeframe.

5.2.2.5 A HOD shall, further, have the authority to delegate some or all of his/her duties and roles on an ad-hoc basis amongst the middle managers. The duties and roles to be performed by the middle manager should be clear and the expected outcome and timeframe should be specified.

5.2.2.6 Should the "Segregation of Duties" be compromised by one of the middle managers "acting" as delegated per 5.2.2.5 above, the affected candidate will have to delegate those conflicting duties to another eligible employee.

- 5.2.2.7 In case of a temporary vacancy arising due to illness or leave of absence for longer than 6 uninterrupted weeks, the HOD shall appoint a middle manager to “act” in this position and to be temporarily in charge of the daily operations and essential duties of the HOD.
- 5.2.2.8 Should the HOD not be able to carry out the role as stated in paragraph 5.2.2.7 above, the CEO shall appoint a middle manager to act in this regard.
- 5.2.2.9 Should a permanent vacancy arise in this position, the CEO shall follow the recruitment and placement procedure of the NFVF.

6. RECRUITMENT AND PLACEMENT

- 6.1 To ensure that recruitment is fair, equitable, and transparent and in line with the employment equity philosophy of the organisation, the following principles will inform recruitment:
 - 6.1.1 Candidates are appointed based on their ability, qualifications and potential to fulfil the job requirements, without regards to race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, social conscience, beliefs, political opinion, culture, language, marital status, family responsibility or pregnancy.
 - 6.1.2 Recruitment and selection must meet both the short-term and long-term needs of the organisation.
 - 6.1.3 Vacancies must be filled with skilled and competent candidates taking into account the potential to grow in such a role.
 - 6.1.4 Vacancies will be advertised in national newspapers and other communication platforms to ensure a widespread communication footprint.

- 6.1.5 Candidate's information received for employment application will be treated with the utmost confidentiality.
- 6.1.6 Headhunting will only take place if the normal recruitment process is not successful and/or should the needs of the organisation demand it.
- 6.1.7 The organisation does not pay or reimburse relocation costs for successful candidates.
- 6.1.8 For all roles/positions that fall within the bargaining unit, a union representative may be part of the panel on observer status.
- 6.1.9 Where an interviewee is a permanent Employee and an eligible member of the union, a union representative, with the Employee's consent, will be invited to be part of an interview panel as an observer to ensure that the interview is conducted fairly.
- 6.1.10 Roles/positions where union representation in interviews is excluded include the following:
- Chief Executive Officer
 - Chief Financial Officer
 - Heads of Departments
 - Company Secretary

6.2 Recruitment and Selection of Candidates

The objective is to choose candidates, from the pool of potential candidates, who can successfully perform within the organisation by ensuring that:

- 6.2.1 All vacant positions are advertised internally for one (1) week;
- 6.2.2 Candidates will be shortlisted on the basis of the requirements of the post/position which shall include amongst others, qualifications, experience, the potential to function in the post, leadership abilities, as well as the results of previous performance evaluation and potential;
- 6.2.3 The selection process will be conducted in a fair and transparent manner in eliminating candidates who do not meet the critical inherent requirements of the post;

- 6.2.4 Candidates will be given an opportunity to compete for an advertised vacancy through an interviewing process on equal footing and no candidate will be favourably considered at the expense of another;
- 6.2.5 An Employee may be temporarily appointed and remunerated to act in vacant a position. Although, in general, the requirements of the position and experience will be taken into account to inform a decision for existing Employees to take up acting positions, there may be circumstances where an Employee is not necessarily qualified for the position/post but may be required to act in the vacant position; and
- 6.2.6 Such period shall be for a period not exceeding six (6) months or until such time a permanent appointment is made (whichever comes first). Acting in such position shall not mean:
- 6.2.7 The acting Employee is suitably qualified for the position;
- 6.2.8 That there should be an expectation to act; or
- 6.2.9 That there should be an expectation that the acting Employee shall be appointed to the vacant position/post.

6.3 Process Owners

- 6.3.1 The Head of Department: Operations is responsible for ensuring that the department is adequately resourced in line with the organisational objectives and approved structure and compliance with the recruitment procedure.
- 6.3.2 Subject to other provisions contained in this manual and/or the Council Charter that specify particular provisions and procedures, the Human Resources Department, together with the relevant Head of Department where the candidate will be placed, will source, screen and shortlist qualifying candidates. The shortlisted candidates shall then be submitted to the relevant Heads of Department for interviewing and selection.
- 6.3.3 The Human Resources Department will facilitate all communication with the Line Manager, interview panel, candidates, recruiting agencies and any other relevant parties.

6.3.4 The relevant Head of Department will be included in the conducting of recruitment interviews and may recommend a candidate for recruitment.

6.3.5 The Human Resources Committee of Council makes a recommendation for the approval of new positions.

6.3.6 The recruitment process for the position Chief Executive Officer position is dealt with in accordance with the process contained in paragraph 6.4.2 above of this manual.

6.4 Recruitment Procedure

6.4.1 Recruitment

- The Head of Department must complete a motivation form for authorisation by the CEO and Human Resources Line Manager. The motivation form must indicate whether the position is new, a replacement and include the salary level.
- Depending on the position involved, the Human Resources Department will advertise the position and, where applicable, enlist the services of a recruitment company to headhunt.
- The Human Resources Department will review applications and draw up a shortlist for interviewing purposes.
- The Line Manager and the Human Resources Department will decide on the most appropriate interview procedure and agree on the key areas to be covered in the interview process.
- Panel interviews will be conducted and the panel will comprise the relevant Line Manager, and HR official/s (i.e. recruitment).
- The panel will make final recommendations to the Chief Executive Officer after which the organisation has a choice of:
 - making an offer of employment to the top candidate; or

- request a further search for candidates.
- No offer may be made to the candidate until all the relevant reference checks have been conducted, including those with previous employers of the candidate, qualifications and criminal checks, by the Human Resources Department. It is not the responsibility of the NFVF to verify foreign qualifications. A candidate with foreign qualifications must ensure their qualifications are evaluated by the SAQA before and or during recruitment.
- Should the candidate choose to accept an offer, then the onus lies on the candidate to inform his/her current employer, of his/her intention to resign.
- Unless agreed between the current employer and the candidate, the notice period will be determined by the candidate's contract with his/her current employer.
- Human Resources will send letters of regret to unsuccessful candidates who were shortlisted.
- Once the job offer has been made to the successful candidate and has been accepted, the Human Resources Department will prepare a letter of appointment.

6.4.2 Appointment Procedure for the Chief Executive Officer

The position of the CEO will be recruited for according to the procedure set out below:

- The job profile and the advertisement for this position must be approved by Council;

- The advertisement for the vacancy must be placed in at least two (2) national newspapers and any other media platforms;
- The HR Committee of Council, together with the Human Resources Department, will shortlist candidates who meet the minimum criteria as advertised;
- A report with shortlisted candidates will be submitted to Council for approval;
- The Council shall have the option of:
 - appointing a special panel to interview shortlisted candidates; or
 - delegating to the HR Committee to conduct the interviews.

Council retains its discretion in how it implements either option.

- Once interviews have been conducted, the panel will recommend to Council the appropriate candidate(s) for the position;
- Council has the following options:
 - It may appoint the candidate recommended by the special panel, in the case where only one candidate has been recommended;
 - It may interview the candidates recommended by the special panel, in the case where more than one candidate has been recommended;
 - It may conduct further reference checks in respect of the above candidates;
 - It may conduct further interviews to select a candidate; or

- It may headhunt a candidate for the position.
- In the case where a candidate has been successful, it is Council that enters into a contract with the successful candidate for the CEO position.

7. LEAVE

The organisational policy on Leave is informed by the provisions of the Basic Conditions of Employment Act as well as Department of Public Service and Administration guidelines.

7.3 Types of leave

7.3.1 Annual Leave;

7.3.2 Sick Leave;

7.3.3 Family Responsibility Leave;

7.3.4 Compassionate Leave;

7.3.5 Parental Leave;

7.3.6 Maternity Leave;

7.3.7 Study Leave; and

7.3.8 Special leave.

7.4 General Leave Conditions

7.4.1 The excessive accumulation of annual vacation leave is discouraged and no leave days will be converted to a cash equivalent.

7.4.2 After the date of employment, annual leave accrues proportionate to completed monthly service.

7.4.3 A request for any leave is subject, always, to the Line Manager's approval.

7.4.4 Subject to the Line Manager's approval, an Employee may take unpaid leave in the event that his/her paid leave benefit have been exhausted.

7.4.5 Where necessary, a temporary Employee or an independent contractor may be appointed to perform the duties of the Employee.

7.4.6 Upon termination, for any reason whatsoever, of an employment contract, annual leave will be credited as follows:

- Full leave will be credited if the Employee has worked at least seventeen (17) days in the month;
- No leave will be credited if sixteen (16) days or less have been worked in the month;
- Should public holidays fall within a period of annual leave, such days will not be taken into account as official annual leave days; and
- Leave must be completed online and approved by the Line Manager before it is taken, an exception will be made for sick, family responsibility leave and any other unforeseeable emergencies that may arise.

7.4.7 In the event of the death of an Employee, leave benefits may not be paid out to anyone other than the Employee's spouse, dependant(s), nominated beneficiary or estate, unless it is in accordance to execution of a court order.

7.4.8 **Annual Leave**

- All Employees are entitled to twenty-two (22) working days per annum accruing at a rate of 1.83 days per month.
- Employees are required to take at least eleven (11) working days leave in every annual leave cycle (compulsory leave) or within six (6) months after the end of each annual leave cycle.
- Any occasional leave taken during the annual leave cycle will be subtracted from compulsory annual leave.
- Employees must apply for annual leave at least two (2) days before they intend to go on leave, failing which such leave may be declined.
- Whilst all applications for leave will be considered, Employees may only take leave if such leave has been approved by the Line Manager.
- The Chief Executive Officer's leave application will be authorised by the Chairperson of the Council.
- An Employee who goes on approved leave may not return to work before the full period of the leave has expired, unless he is requested in writing to do so or has permission to do so.
- Notwithstanding the above provisions, the organisation reserves the right to cancel pre-approved leave if working requirements so demand. In such cases, the Line Manager must communicate with Employees as soon as reasonably possible and not take such measures arbitrarily and such decisions should be taken reasonably.

7.5 Sick Leave

- 7.5.1 Employees are entitled to sick leave as stipulated in the Basic Conditions of Employment Act 75 of 1997 as amended from time to time. Currently, this amounts to 30 working days paid sick leave per sick leave cycle of 36 months from the date of employment.

- 7.5.2 During the first six (6) months of employment, an Employee will be entitled to one day's paid sick leave for every twenty-six (26) days worked.
- 7.5.3 An Employee who is absent from work due to illness must notify his/ her Line Manager by 10:00 am on the first day they are absent. In addition, the Employee must, within a reasonable period as soon as the Employee has consulted with a medical practitioner, provide the expected duration of any further period of absence from the workplace.
- 7.5.4 An Employee who is absent from work for more than two (2) or more consecutive days or on more than two occasions during an eight-week period is required to submit a verifiable medical certificate from a medical practitioner or any other person who is certified to diagnose and treat patients and who is registered with a professional council established by an Act of Parliament, failing which the Employee will not be paid for the days on which they were absent from work. The medical certificate should state the nature of illness, the period for which the Employee was unfit to perform duties and, if applicable, the day on which duty will resume.
- 7.5.5 An Employee who calls in sick on a Friday or Monday or on a working day immediately before and after a public holiday must produce a medical certificate.
- 7.5.6 Should an Employee become ill and hospitalised during their period of Annual leave, the period of Annual Leave equivalent to the period of hospitalisation may be wholly or partially converted into sick leave.
- 7.5.7 The organisation may, on the recommendation of a registered medical practitioner, compel an Employee to take sick leave if the Employee cannot perform his/her duties properly due to ill health.

7.6 **Family Responsibility Leave**

7.6.1 Family Responsibility Leave is taken when an Employee's child or spouse/life partner is sick.

7.6.2 An Employee who has been in the employment of the NFVF for longer than four (4) months will qualify for three (3) days during each annual leave cycle.

7.7 **Compassionate Leave**

7.7.1 An Employee is entitled to five (5) days paid in the event of a death of a spouse or a life partner, parent (biological, adoptive or legal guardian) or a biological or an adopted child.

7.7.2 An Employee is entitled to three (3) days leave in the event of a death of a sibling, grandparent, grandchild, siblings and parents in law.

7.8 **Parental Leave**

7.8.1 An Employee who is a father or a parent (same sex partners) of a child is entitled to at least ten (10) consecutive days' parental leave on which shall be calculated from the day that-

- the Employee's child is born; or
- an adoption order is granted; or
- the child is placed in the care of a prospective adoptive parent by a competent court, pending the finalisation of an adoption order in respect of that child.

7.8.2 Employee must notify the Employer in writing (unless circumstances exist where the Employee is unable to do so), of the date on which the Employee intends to-

- commence parental leave; and

- return to work after parental leave.

7.8.3 An Employee must inform his/her Line Manager and Human Resources at least one (1) month before the Employee's child is expected to be born or an adoption order is expected to be granted.

7.9 **Maternity Leave**

7.9.1 An Employee who has been employed for a period of six (6) months or more, who is an expectant mother of a child is entitled to four (4) months consecutive days with full pay which can be taken four (4) weeks before the expected date of birth or on any date as advised and certified by a medical practitioner for safety of the mother and/or unborn child.

7.9.2 An Employee who is a mother to be of an adopted child under the age of two (2) years is entitled to at least eight (8) weeks after an adoption order is granted.

7.9.3 An Employee must notify their Line Manager in writing of the date on which she will return to work at least four (4) weeks before leave is taken.

7.9.4 An Employee who suffers a miscarriage, gives birth to a stillborn or has a medical abortion is entitled to six (6) weeks leave with full pay which applies immaterial of whether the Employee's leave had commenced or not for stillbirth or a miscarriage. The period prior to the miscarriage, stillbirth or termination of pregnancy shall be regarded as special leave with full pay.

7.9.5 Employees on maternity leave who do not wish to return to work must inform their Line Manager of their intention not to return to work at least four (4) weeks before they are expected to resume work.

7.9.6 A pro-rata amount of the four-month maternity leave salary of:

- Employees referred to in paragraph 7.9.1; and
- Employees who resign during maternity leave and do not return to work to work out the full 4-month paid maternity leave period;

shall be deducted from their final pay-out from the organisation.

7.9.7 A pregnant Employee is, further, entitled to eight (8) days for prenatal check-ups during her pregnancy subject; a medical certificate must be submitted her Line Manager for leave taken.

7.9.8 Whilst on maternity leave the Employee will remain a member of the Provident fund as well as the group life assurance, disability and funeral benefits.

7.9.9 Failure to commence work on the applicable date without just cause will be considered being absence without leave.

7.9.10 Only permanent employees are eligible for paid maternity leave.

7.10 **Study Leave**

7.10.1 An Employee who is pursuing studies in line with an approved PDP, is entitled to a maximum of thirty (30) working days per calendar year to attend such courses /classes. Such period shall include the exam period.

7.10.2 Leave is granted for attending compulsory contact sessions and preparation and seating for exams.

7.10.3 An application for leave must be completed online and approved by the Line Manager before leave is taken. Where the leave is taken for an examination period, an exam timetable must be attached.

- 7.10.4 Employees who are paying for their own studies must inform their Line Managers what courses they are studying for leave planning purposes.

7.11 **Special Leave**

7.10.1 **Leave for Travel**

Employees who travel internationally on official business or work over a weekend facilitating workshops or doing any other business of the organisation are entitled to leave on the following conditions:

- 7.11.1 Two (2) consecutive days: the first day to be calculated from the day of arrival in the country regardless of the time of arrival and the day following it;
- 7.11.2 Two (2) consecutive working days after the working weekend; and
- 7.11.3 If an Employee's date of arrival falls on a Friday or a Saturday, he or she must commence with work on the Monday. If the arrival day falls on a Sunday, s/he must report to work on a Tuesday.

7.12 Leave for special circumstances

7.12.1 Leave will be granted on special circumstances in instances where annual leave and/or sick leave have been exhausted;

7.12.2 Leave will be granted at the discretion and approval of the Chief Executive Officer

7.12 **Leave upon Termination of Employment**

7.12.1 An Employee who has tendered a resignation is not entitled to take annual leave whilst serving his/her notice period.

7.12.2 Upon an Employee's termination of employment for any reason, accrued leave will be paid in accordance with the provisions of the Basic Conditions of Employment Act.

8. STAFF RETENTION

8.3 Purpose

This policy sets out the basic principles according to which the organisation will attempt to retain and develop its valuable human capital. The organisation's ability to achieve its strategic objectives depends on our ability to attract, retain and develop professional and competent talent at both strategic and operational levels. The measures below have been put in place to ensure that Employees are developed and retained within the organisation.

8.4 Staff Development

The organisation's staff development will include the following areas:

- 8.4.1 Staff development and training is articulated in the PDPs (PDPs of each Employee for each financial year;
- 8.4.2 Implementation of Succession Planning;
- 8.4.3 Subject to financial resources, financial support for medium to long-term study leading towards career development; and
- 8.4.4 All training and development will be aligned to the Skills Audit and integrated into a structured Annual Training Program.

8.5 Remuneration

Subject to financial resources and Council approval:

8.5.1 The Employer will strive to pay salaries that are market related compared to other government institutions of a similar size with the NFVF (research on market benchmarking will be conducted at least every five years); and

8.5.2 The Employer will strive to implement but cannot guarantee an annual increase in basic salaries at a percentage at least in line with inflation and which will be informed by its negotiations with the union and other relevant factors and guidelines (i.e. the Department of Public Service and Administration (DPSA) guidelines, etc.).

8.6 Incentives

8.6.1 Performance bonuses will be paid in line with the organisational Performance Management Policy subject to financial resources and Council approval; and

8.6.2 Acknowledgement and recognition of exceptional commitment, whether at a level of departmental, management or staff meetings will be practiced.

8.7 Benefits

Depending on the nature of employment, permanent Employees are eligible for:

8.7.1 The organisation's provident fund;

8.7.2 The organisation's medical aid;

8.7.3 The organisations group life, disability and funeral cover;

8.7.4 Free and secure parking; as well as

8.7.5 statutory contributions such as unemployment insurance fund (UIF).

8.8 Organisational Support for Employees

The Employer has put in place the following arrangements to ensure commitment to create a safe, collaborative, professional and nurturing environment. These include:

8.8.1 Human Resources personnel who are to be the first point of contact for Employees' confidential discussions;

8.8.2 The Employer will endeavour to retain a wellness provider that provides off-site professional counselling services for Employees who require it;

8.8.3 The Employer will endeavour to retain a provider that provides financial advice to Employees who require financial planning services;

8.8.4 Employees will be adequately equipped with computer hardware and software and any other tools or infrastructure. The Employer will endeavour to ensure that these are as up-to-date as is economically feasible for efficiency and achieving business objectives; and

8.8.5 The Employer will ensure that a bargaining forum is in place with the relevant union, in terms of which:

- Terms of reference are drafted accordingly;
- A Recognition Agreement with the Union is in place; and
- Duly appointed shop stewards represent Union members of staff for the purpose of union activities.

8.8.6 Disability

- If an Employee becomes disabled either temporarily or permanently, a medical certificate must be produced to that effect.

- Organisational Disability Cover for Employees is subject to a three-month waiting period;
- An Employee must exhaust his/her sick and/or annual leave days before the Employer will pay 75% of the Employees' basic pay for the remainder of the three-month waiting period after which a decision will have been taken as to whether the Employee is deemed to be disabled as per the rules of the group insurance policy;
- If the Employee's disability is temporary nature and s/he receives a disability benefit, s/he will still be regarded as an Employee and will accumulate leave on an on-going basis until they are able to return to work;
- If an Employee's disability is deemed to be permanent as per the assessment of the insurer and he or she is unable to return to work, the employment contract will be terminated and the disability benefits will be paid by the group insurance policy;
- Whilst an Employee is in receipt of a disability benefit, they will remain a member of the Provident fund and will be covered for death and funeral benefits as per the rules of the group insurance policies; and
- The Employer must ensure that the workplace is adequately equipped with facilities for persons with disabilities.

8.9 Communication

8.9.1 Communication Forums

The following forums are available to facilitate communications and sharing of information:

- A Management Committee, which consists of the Chief Executive Officer and Heads of Departments is a decision-making forum;
- Inter-departmental meetings provide a platform for information sharing sessions among departments to keep staff informed about progress of projects;
- Line Managers must use effective communication channels and pass on information and policies from the top level to their subordinates and give feedback to Management on any ideas and staff concerns;
- Quarterly staff meetings are used to encourage the flow of communication between Line Managerial levels and departments;
- Surveys and focus groups will be undertaken at regular intervals to gauge Employee engagement and satisfaction;
- Employees may utilise Express Communications for notifications managed by the Marketing & Communications department; and
- A dedicated notice board has been provided for union notices and for innovation ideas.

8.9.2 **Social Media**

The Employer acknowledges freedom of expression as a fundamental right. However, Employers are required to mitigate risks to reputational damage and cyber-attacks that may be caused by Employees' communication inside the work environment using properties of the Employer and outside the work environment in the following ways (this list is not exhaustive):

- 8.7.2.1 Employees are prohibited from using the name of the Employer and/or displaying its logo in any form on their social network

sites in a manner which will bring the organisation or its stakeholders into disrepute;

8.7.2.2 Employees may use LinkedIn and may indicate Employment with the Employer for professional and career purposes only. As soon as an Employee terminates employment with the Employer, the Employer must be removed from the current employment status of the Employee;

8.7.2.3 Employees undertake that any social media comments on any networking sites must reflect a disclaimer stating that the opinion expressed is solely your own and not that of the Employer. Where comments are made with regards to any working subject matter, the Employee must ensure that it is made evident that it is a comment reflecting his/her own opinion and not that of the Employer's;

8.7.2.4 Social media comments found to be injurious to the Employer's reputation will result in disciplinary action and possible termination of employment;

8.7.2.5 The Employee undertakes, for the duration of employment and after the termination thereof, not to make any disparaging remarks about the Employer on any social network sites; and

8.7.2.6 Should there be an instance of reputation damage caused to the Employer by a current and/or former Employee, legal action may be taken for damages.

8.9.3 **Privacy and Surveillance**

8.7.3.1 The Employer upholds the right to privacy and is respectful of Employees' privacy;

8.7.3.2 The Employer reserves the right to monitor and intercept Employees written and electronic communication and telephonic communication on its devices for the purpose of section 5 and 6 of the Regulation of Interception of Communications and Provision of Communication-Related Information Act 70 of 2002. Employees grant consent to such monitoring and surveillance which does not constitute an invasion of the Employee's privacy; and

8.7.3.3 The Employer has undertaken not to monitor communication between the Union and its members.

9. MANAGING TERMINATION OF EMPLOYMENT

9.3 The Human Resources Department must ensure a voluntary exit interview with a staff member who has resigned is conducted before the last day;

9.4 Although exit interview information is generally treated as confidential, problem areas highlighted by the Employee may be used as recommendations to improve departments and organisational processes;

9.5 On an Employee's last day of employment, the Employee must return, to their Line Manager (or designated staff), all equipment belonging to the Employer which will include but not limited to hardware, sim cards, communication devices tags and keys;

9.6 An out of office reply, indicating the appropriate person to contact within the NFVF must be activated; and

9.7 If an Employee has a LinkedIn profile or any other social media platform that reflects NFVF as an Employer, it must be updated on the last day of employment.

9.8 Desertion

An Employee who is absent for at least five (5) consecutive working days during which period he/she failed to let the Employer know of acceptable reasons for such absence, shall be presumed to not have the intention to return to work, and as such shall be regarded as having deserted, provided that:

9.8.1 The organisation has made every reasonable attempt to contact the Employee;

9.8.2 Should such an Employee subsequently return and prove to management on a balance of probabilities that he/she had the intention to return to work, but on reasonable grounds could not do so and could not inform management accordingly, such Employee may be re-instated or re-employed at the discretion of management depending on all relevant circumstances; and

9.8.3 Should an Employee not be able to prove the facts as reflected in paragraph 9.8.2 above; such Employee shall be deemed as having deserted and will be paid only up to the last day when he was in fact available for work.

10. DISCIPLINARY PROCEDURE

The organisation is committed to ensuring that disciplinary procedures are fair and just, and to promote sound relations among its Employees. It is the responsibility of management to maintain discipline among the Employees.

10.3 The objectives of the Disciplinary Procedure are multipronged and are to:

10.3.1 ensure the correct, fair, consistent and acceptable application of disciplinary measures to all Employees;

10.3.2 maintain a harmonious, professional and service driven environment that meets the organisation's mandate;

10.3.3 to avoid hasty or ill-considered judgements and/or actions; and

10.3.4 to correct and eliminate unacceptable behaviour or inadequate performance, when corrective discipline has failed or where no alternative corrective action can be considered.

10.4 General Principles

10.4.1 This procedure shall apply equally to all Employees of the NFVF and shall form part of the contract of employment of each Employee.

10.4.2 In the case of an Employee allegedly having committed a serious or major offense, the Line Manager may suspend the Employee from duty with full pay pending the outcome of the investigation. If his/her presence in the opinion of the Line Manager could;

- Jeopardise any investigation of the offence or endanger the Employees or any other person's wellbeing or safety; and
- Lead to labour unrest.

10.4.3 The Employee should be advised of the suspension in writing.

10.4.4 Discipline will be maintained through a system of verbal and formal written warnings, hearings and inquiries that will be conducted in such a way as to ensure that discipline is exercised fairly in accordance with the rules of natural justice.

10.4.5 An Employee against whom disciplinary action has been instituted in terms of this Disciplinary Procedure shall not be entitled to invoke the Grievance Procedure should he/she disagree with the disciplinary action taken by the management.

10.4.6 This Disciplinary Procedure shall apply where it is reasonably possible to apply the procedure.

10.4.7 The contents of any document (written notice of disciplinary action) handed to an Employee in terms of this Disciplinary Procedure will be explained to an Employee. The Employee is required to sign any document handed to him. The signature is an acknowledgement of receipt and not an admission of any guilt. Documents will, however, not be invalid where the signature of the Employee is not obtained. Management may obtain the signature of a witness as proof that the document has been handed to the Employee in the presence of a shop steward for union members or a co-worker with knowledge of Labour Laws in the case of non-union members.

10.5 Rights of Employees

In the widest terms of the application of the Disciplinary Code, all Employees shall be afforded the right to a fair process, a right to be heard, a right to be represented by a union member or a competent co-worker, an interpreter, a finding, a hearing that is confidential and the right to appeal any finding made against an Employee. In the same breath, rights come with obligations which should form part of the environment within which Employees perform their duties.

10.6 Administration of Disciplinary Measures

Less serious misconduct/offenses:

10.6.1 Verbal warnings

- If an Employee fails to comply with his/her conditions of employment or the offense/misconduct does not warrant a formal written warning in the opinion of the Line Manager, he/she will issue the Employee with a verbal warning; and
- Although the verbal warning constitutes an informal process, a record of verbal warning will be kept.

10.6.2 Written warnings

- A written warning is issued for a less serious misconduct or offense, or for a repeated minor offense, which, in the opinion of the Line Manager, warrants a stronger disciplinary measure than a verbal warning;
- The Employee must be requested to sign a copy of the warning to indicate that he/she has received it. If the Employee refuses to sign, the Line Manager must hand the written warning to the Employee in the presence of a suitable witness;
- If the Employee again commits the same or similar offence within the next six (6) months, such written warning will be considered when deciding upon further disciplinary action; and
- Every written warning will be cancelled and removed from an Employee's file after six (6) months of having been issued.

10.6.3 Dismissals

- In the event of the committal of one (1) or more of the same category of offences for which a final written warning was issued during a period of six (6) months preceding the further misconduct, or in the event of a serious offence or an offence warranting the summary dismissal of the Employee, or several such offences, the disciplinary Chairperson may, depending on the seriousness of the offence and the circumstances, dismiss the Employee after a formal hearing; and
- If the disciplinary Chairperson decides, after the conclusion of the hearing, to dismiss the Employee, the Employee must be informed accordingly and receive an official letter about this within a reasonable period.

10.6.4 List of Offenses

- The Employer reserves the right to take disciplinary action against any Employee for good cause, even if an offence is not listed herein. The following is a non-exhaustive list of minor and serious offences to provide guidance for Employees, Line Managers and shop stewards that are subject to the NFVF's Grievance and Disciplinary Procedure; and
- Line Managers must manage people and enforce policies and ensure that where necessary consequence management is consistent, transparent and fair.

- 10.6.4.1. Any form of dishonesty, including but not limited to: theft, bribery, fraud or removal of material without authority from the employer, another person or premises, or being in unauthorized possession of the employer's property.
- 10.6.4.2. A criminal conviction for an offence conducted within or outside of the workplace and/or failure to disclose previous criminal convictions.
- 10.6.4.3. Altering or falsifying or misrepresenting employer records, documentation or reports, including but not limited to, medical certificates; any acts of discrimination towards Employment Equity, people with HIV/AIDS and other discrimination.
- 10.6.4.4. Unauthorized absence from work or abuse of authorized leave.
- 10.6.4.5. Disclosure of confidential information to unauthorized persons.
- 10.6.4.6. Bringing the organization's reputation or image into disrepute.
- 10.6.4.7. Making media statements in print, social and electronic media platforms about the organization, its partners or beneficiaries without the permission to do so.

- 10.6.4.8. Non-disclosure of business interests in the Annual Register as required by the Conflict of interest policy and other requirements thereon.
- 10.6.4.9. Falsification of any kind.
- 10.6.4.10. Sabotage.
- 10.6.4.11. Any form of harassment or victimization and/or intimidation, including but not limited to racial or sexual harassment. Gross incidents of abusive or insulting language, signs or signals.
- 10.6.4.12. Sleeping while on duty.
- 10.6.4.13. Gross insubordination or insolence or failing to carry out instructions,
- 10.6.4.14. Fighting or assaulting another employee.
- 10.6.4.15. Possession of firearms and other dangerous weapons on the employer's premises, unless authorized in writing by the employer.
- 10.6.4.16. Intimidating or inciting employees to violence of any form.
- 10.6.4.17. Threatening violence – to do physical injury to another employee.
- 10.6.4.18. Participating in an unprotected strike or an illegal unrest; inciting and/or instructing other employees to strike illegally or to participate in illegal unrest or to disobey legally assigned instructions.
- 10.6.4.19. Refusal to perform any legally assigned normal work practices.
- 10.6.4.20. Desertion.
- 10.6.4.21. Drinking on the job or intoxication from any substances including but not limited to drugs, alcohol etc.
- 10.6.4.22. Serious neglect of, or wilful damage of the employer's property, tools, equipment or material or the property of other employees; and
- 10.6.4.23. Gross negligence or incompetence.
- 10.6.4.24. Misconduct and agencies which might be regarded as a less serious in nature include, but are not limited to the following:

- Possession of and/or distribution of liquor, drugs and addictive substances inside the premises
- Disregard of safety standards.
- Misuse of employer property for unauthorized or private purposes.
- Leaving the workplace without permission (absence without leave).
- Late coming.
- Gambling during working hours, including online gambling
- Negligent loss of employer's property.
- Smoking in 'No Smoking Zones.

10.6.5 Procedure

- 10.6.4.1. As soon as an Employee has allegedly committed an offence or as soon as management become aware of a possible infraction by an Employee, management must conduct a proper investigation into the incident and evaluate the nature of the incident by gathering all the relevant evidence,
- 10.6.4.2. As soon as it becomes clear from the investigation that a reasonable case can be made that an offence has occurred, management must, given the seriousness of the matter, decide on the appropriate corrective measure.
- 10.6.4.3. If counselling does not seem appropriate given the nature of the offence, or if the Employee had previously been counselled to no avail, management must initiate disciplinary action.
- 10.6.4.4. For misconduct or offences, which, in the opinion of management, warrant a stronger disciplinary measure

- than a verbal warning, or where the Employee has already received a written warning for an offence, a formal disciplinary hearing must be held.
- 10.6.4.5. The Employee must be notified in writing, of the date and venue of the hearing as well as the allegations against him at least forty- eight (48) hours prior to the hearing. He/she will also be notified of his right to be represented by a union representative or colleague of his choice as well as an interpreter if he/she so desires. He/she will also be informed of his/her right to call witnesses.
- 10.6.4.6. The organisation will appoint the Chairperson of the hearing and the Employee will have a right to object with good reason. A record of the hearing must be kept.
- 10.6.4.7. The initiator(s) will motivate the allegation(s) against the Employee.
- 10.6.4.8. The initiator(s) will call witnesses to substantiate the allegations and submit any written and other forms of evidence, relevant to the matter, to the disciplinary hearing. The Employee and his/her representative will have the right to cross-examine all witnesses and interrogate all the evidence produced.
- 10.6.4.9. The Employee assisted by his/her representative will be given the opportunity to defend him/herself against the allegation(s). He/she will likewise be entitled to call witnesses to substantiate his/her arguments. The initiator(s) will be entitled to cross-examine all witnesses and interrogate all evidence produced.
- 10.6.4.10. The Chairperson can, at any time during the hearing, ask questions for clarity. A disciplinary hearing will not be

conducted strictly like in a court of law. Its main purpose is to get as much relevant information as possible on the table.

- 10.6.4.11. When the evidence concerning the incident has been heard, the Chairperson must decide whether the Employee is innocent or guilty on a balance of probabilities. If the Employee is found guilty, the Chairperson shall, before deciding on the disciplinary action, allow the Employee or his/her representative to present mitigating factors. After having considered all circumstances, the Chairperson will decide on suitable disciplinary action, taking into account the Employee's service record, personal circumstances (e.g. family, age) and the Employee's performance.
- 10.6.4.12. The Chairperson will also call for information about previous warnings issued to the Employee, which are still in force.
- 10.6.4.13. The Chairperson must communicate the disciplinary measure, with reasons, to the Employee. In all instances of misconduct, where the employee is found guilty after following a fair procedure, the sanction imposed may range from a verbal warning to dismissal, depending on the seriousness of the offense and the circumstances surrounding the commission of that offense and other factors as decided by the Chairperson of the Hearing.
- 10.6.4.14. In all cases, such verdicts and findings shall be the province of the Chairperson of the Disciplinary Hearing.
- 10.6.4.15. Should the Chairperson find the Employee guilty and a suitable disciplinary measure is applied, the Employee has the right to appeal against this decision. Such an appeal must be lodged to the next level of Management higher

than that involved in the hearing. The appeal must be lodged in writing on the Appeal Form within 5 working days after the warning or dismissal is issued. No Employee shall appeal against a verbal warning. Any appeal lodged shall clearly set out the Employee's grounds for appeal.

10.6.4.16. Appeal

- The organisation will appoint the chairperson of the Appeal hearing and the Employee will have a right to object, with good reason who need not be a Line Manager to whom the appeal is addressed;
- A record of the hearing must be kept;
- The chairperson shall determine the formal procedure to be followed by the parties, if it is necessary to hear further evidence, or to allow further submissions to be made.
- The appeal shall take the form of a hearing, where a review of records of the disciplinary hearing, and consideration shall be given to the written grounds for appeal submitted by the parties concerned.
- The chairperson shall have a right to make any appropriate order allowed in law.
- Once the chairperson delivers a decision on the appeal, the Employee will have a right to revoke the Labour Relations Act or any other relevant act.

11. GRIEVANCES

The aim of this policy is to give Employees who feel they have been treated unfairly the opportunity to resolve their grievances swiftly in a fair, acceptable manner. A grievance

can emanate from a dispute or perceived unfair treatment suffered by an Employee relating to one or more of the following:

- Conditions of services arising from any agreement that is binding on the organisation; and
- A conflict that develops among Employees and/or between Employees and their Line Managers that may lead to a damaged relationship that falls under the scope of this manual.

11.1 **Grievance Procedure**

The organisational grievance procedure is in two (2) phases. The first phase places emphasis on communication and gathering information to resolve the grievance. If the first phase does not resolve the grievance, the second phase, which is more formal is followed to resolve the grievance. Employees may follow phase two (2) procedure if the grievance related to a dismissible offence provided in this Manual.

Phase 1

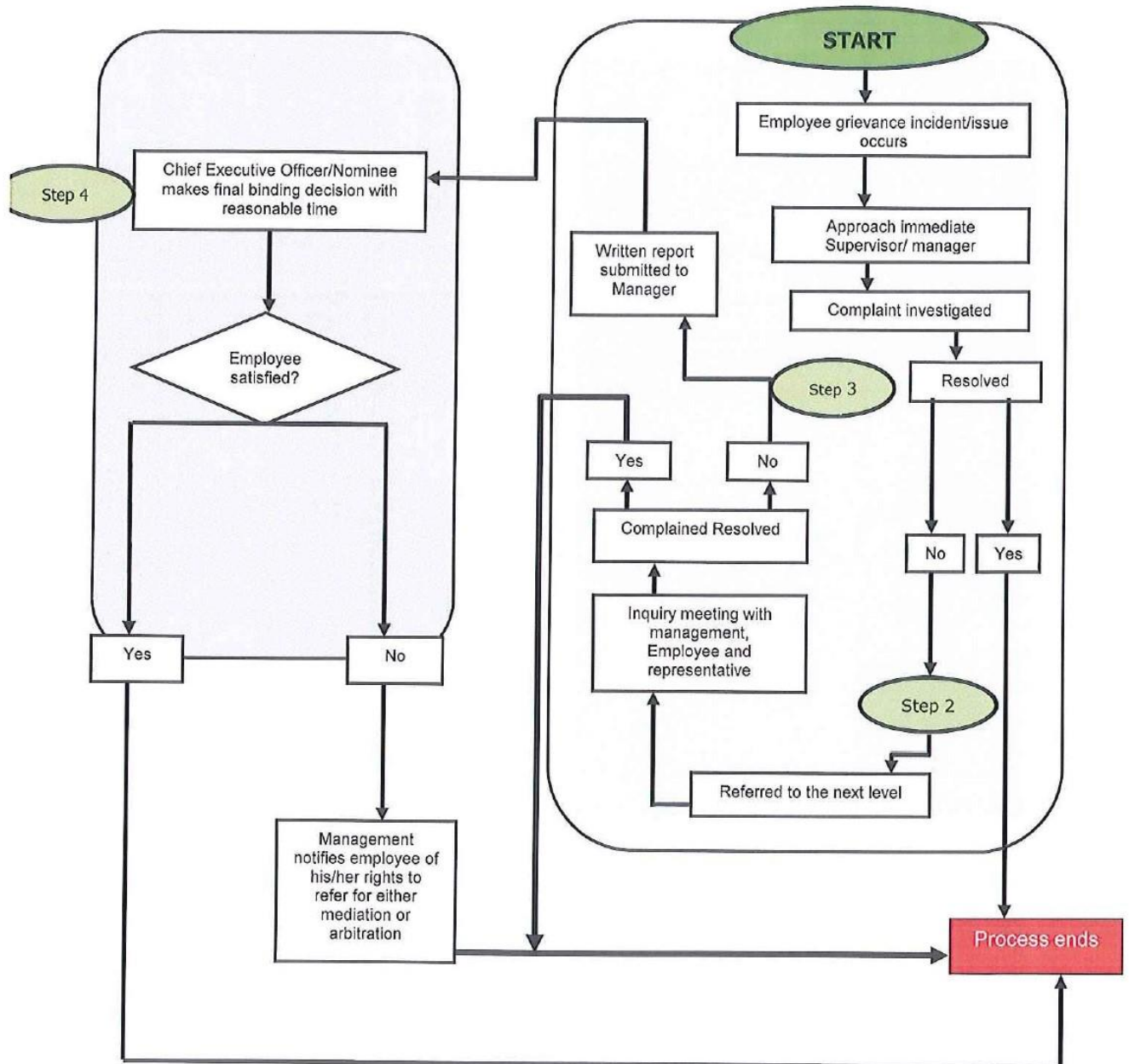
- An Employee who has a grievance must inform his/her Line Manager in writing.
- If the grievance is about the Line Manager, it must be addressed directly to a higher line authority or facilitated through the Human Resources department.
- All the information that is relevant to the grievance, e.g. background, facts and expected outcome must be provided in full to the Line Manager.
- The Line Manager must consider all the facts and make a determination of whether the grievance is provided in any policies and implement the applicable policy.

- The Line Manager may request assistance from the Human Resources department to observe or clarify any issues of policy before making a decision on how to resolve the grievance.

Phase 2

- A grievance must be sent to a Line Manager, in writing and signed in the prescribed form.
- The Line Manager must inform the Human resources department upon receipt of the grievance form and acknowledge receipt.
- A meeting must be convened within five (5) days from the date on which the form was received.
- All the parties involved should be given the opportunity to state their case.
- All the relevant facts should be recorded. If requested, an interpreter should be made available.
- All the parties are entitled to call witnesses and question such witnesses and be represented by a competent co-worker or by union representatives if the parties are union members.

- The meeting shall be chaired by any senior employee nominated by the CEO



12 CODE OF CONDUCT AND ETHICS FOR EMPLOYEES

12.1 Employees are encouraged to meet the Employer's expectations regarding the conduct of Employees towards the public, stakeholders, fellow colleagues, supervisors, union and the organization.

12.2 The organization has adopted an Ethics Policy that outlines the minimum ethical standards of behavior that are expected of Employees, including respect, integrity and ethical conduct.

12.3 Employees must show integrity and professionalism in the workplace and in the performance of their duties, whether it be interactions with fellow colleagues, the public and Stakeholders.

12.4 **Working Hours**

12.4.1 Employees should refer to their individual contracts of employment in this regard.

12.4.2 Pursuant to the above and given the nature of work in the audio-visual industry, Employees are ordinarily not required to work a strict 08h00-17h00 day but must be flexible in terms of the following:

- Agree to work such hours and on such days as determined by the operational needs and requirements of the Employer from time to time. This includes the Employee agreeing to work overtime from time to time as required by the operational needs of the Employer;
- The Employee will not, as a matter of course, be entitled to any overtime payment;
- The Employer may require the Employee to work on Saturdays, Sundays and/or Public Holidays. The Employee shall neither be entitled to nor receive overtime pay for such additional work; and

- The Employer may require the Employee to work at such places within the Republic of South Africa or outside South African as the Employer may determine.

12.5 Dress Code and Personal appearance

- 12.5.1 Employees' dress code must be professional and must uphold corporate identity and reputation of the Employer;
- 12.5.2 Extremely short, transparent /revealing (showing underwear or body parts) and printed clothing with obscene and vulgar language is inappropriate for the office or external engagements where the employee is attending in their capacity as an NFVF employee; and
- 12.5.3 Employees whose dress code contravenes paragraph 12.5.2 above will be sent home to change and return to work or in the case of external engagement, will be requested to leave the engagement.

12.6 Respect in the Workplace'

- 12.6.1 Employees should respect their colleagues irrespective of their role or position within the NFVF; and
- 12.6.2 The Employer will not allow any kind of unfair discriminatory behavior, bullying, intimidation, harassment or victimisation of any kind.

12.7 Protection of Company Property

- 12.7.1 Employees must treat the Employer's property, whether material, physical, intellectual or intangible, with due respect, care and where applicable the strictest of confidentiality. Any Employee who discloses confidential information without prior authorisation will be disciplined accordingly.

- 12.7.2 Employees must refrain from misusing company equipment and avoid frivolous use.
- 12.7.3 The organisation's incorporeal property which includes trademarks, copyright and other property (information, reports, etc.) must be respected and used only for work purposes.
- 12.7.4 Employees should make reasonable efforts to protect Employer's facilities and other material property (e.g. electronic equipment) from damage and vandalism, whenever possible. (The test will be an objective test and a question of whether the damage was reasonably preventable and whether the average Employee with the same level of responsibility and in the same circumstances would have acted the same).

12.8 Job duties and Authority

- 12.8.1 Employees should fulfill their duties, roles and responsibilities with integrity and respect towards fellow colleagues, Council and its Committees, Stakeholders and the public;
- 12.8.2 Supervisors and Line Managers must not engage in any activity that could be construed as an abuse of authority;
- 12.8.3 Supervisors and Line Managers must delegate duties as provided in the Succession Planning Policy taking into account their competences and workload. Likewise, Employees are expected to diligently follow fair and reasonable instructions and complete their duties with due skill, care and in a timely manner; and
- 12.8.4 The Employer encourages mentoring throughout the organisation and will ensure that a culture of mentorship is fostered wherever reasonably possible.

12.9 Relationship with Stakeholders

All Employees are expected to:

- 12.9.1 promote the values, vision and mission of the NFVF in performing their official duties;
- 12.9.2 serve and engage Stakeholders in an unbiased, respectful and impartial manner in order to create confidence in the NFVF;
- 12.9.3 be polite, helpful and reasonably accessible in their dealings with Stakeholders, at all times acknowledging their entitlement to receive high standards of service;
- 12.9.4 have regard for the circumstances and concerns of Stakeholders in performing their official duties and in the making of decisions affecting them;
- 12.9.5 be committed through timely service to the of all Stakeholders;
- 12.9.6 not unfairly discriminate against any Stakeholders on account of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language;
- 12.9.7 not abuse his or her position to promote or prejudice the interest of any Stakeholders;
- 12.9.8 respect and protect every person's dignity and their rights as contained in the Constitution; and
- 12.9.9 recognise the public's right of access to information, excluding information that is specifically protected by law. In this regard, confidentiality of NFVF and Stakeholder's information must be respected and observed at all times. Where necessary, confidentiality forms must be signed before meetings by all parties to ensure that information is not disclosed.

12.10 Relationship amongst Employees

All Employees are expected to:

12.10.1 Co-operate fully with fellow colleagues to advance the mandate of the Employer;

12.10.2 Refrain from favoring relatives and friends from work-related activities and never abuse their authority or influences another NFVF Employee, nor is influenced to abuse their authority;

12.10.3 Use the appropriate recourse in respect of their grievances or to direct representations; and

12.10.4 Deal fairly, professionally and equitably with other NFVF Employees, irrespective of race, gender, ethnic or social origin, color, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language.

12.10.5 Collaboration

Employees must collaborative and support the work of other departments and committees of Council and avoid working in silos to the detriment of the Employer.

12.11 Conflict of Interest

An Employee must, as soon as circumstances exist and it becomes necessary to do so and at the very least on an annual basis, complete a declaration of interest form declaring his/her interest and be recused from participating in the decision making process of a matter where he/she is conflicted.

12.12 Communication

12.12.1 As a general rule, and unless another member of staff is so authorised to do so, only the CEO and the Head of Industry Promotions and Development are authorised to speak and make public statements on behalf of the NFVF on all public platform including electronic media and social media; and

12.12.2 Employees whose job profile includes interviews and communication with the public and media must be authorised to do so. Authorisation from either the CEO and/or a relevant Head of Department must be obtained in writing.

12.13 Benefits

NFVF Employees are expected to avoid abuse of their employment benefits. This can refer to time off, insurance, facilities, subscriptions to other benefits the NFVF offers.

13 HARRASSMENT

13.1 Purpose

This policy provides a guideline on how harassment is defined, reported, managed and consequences thereof, and to ensure that Employees are protected from any form of harassment. The organisation will take reasonable measures to provide a safe, healthy and amicable working environment. In instances where false accusations with mala fides could have a serious effect on innocent people, and as such accusations will be dealt with in terms of the NFVF's disciplinary procedure and code of conduct.

Harassment is generally understood to be:

- unwanted conduct which impairs dignity;
- which creates a hostile or intimidating work environment for one or more employees or is calculated to, or has the effect of inducing submission by actual or threatened adverse consequences; and
- is related to one or more grounds of discrimination (i.e. race, gender, sexual orientation, pregnancy, marital status, family responsibility, ethnic or social origin, belief, political opinion, age, disability, religion, colour, HIV status, conscience, culture, language)

The NFVF has a zero-tolerance approach towards harassment, and as such the following should be noted:

- Harassment including acts of violence will not be tolerated;
- Harassment on a prohibited ground is a form of unfair discrimination which infringes the rights of the complainant and constitutes a barrier to equality in the workplace;
- Harassment related to any prohibited ground in the workplace will not be permitted, tolerated or condoned;
- Grievances about harassment will be investigated and handled in a confidential manner;
- Complainants in harassment matters have the right to follow the procedures in the policy and the appropriate action will be taken by the NFVF; and
- It will be a disciplinary offence to victimise or retaliate against an employee, who in good faith, lodges a grievance about harassment, whether in respect of themselves or another employee.

13.2 Sexual Harassment

- 13.2.1 Sexual harassment may be broadly defined as constituting unwanted sexual attention or any unwanted pressure involving one's sexuality and/or unwanted, unsolicited and unreciprocated conduct of a sexual nature which substantially interferes with an Employee's work performance, and/or has a detrimental effect on the terms and conditions of employment, and/or creates an intimidating, hostile or offensive work environment.
- 13.2.2 Although sexual harassment encompasses a broad range of conduct, it usually falls into two broad categories, i.e. power relationships and a hostile working environment.
- 13.2.3 A power relationship is where a person in authority coerces a subordinate to render sexual favours as an implicit term or condition of employment. If the Employee accedes to the request tangible job benefits may follow; If the Employee refuses, he/she may face adverse job related consequences which may range from assignment change, transfer, demotion, denial of promotion or withholding confirmation from probationary status and finally dismissal or threat of dismissal.
- 13.2.4 A hostile working environment is where a co-Employee and/or subordinate's conduct has the purpose or effect of interfering with an Employee's work performance or creates a sexually intimidating or hostile or offensive work environment, which negatively affects the victim's psychological health. This often manifests in degrading, isolating and/or undermining actions.
- 13.2.5 Employees are entitled to work in an environment that is free of all forms of harassment, particularly those involving:
- Sexual advances in the form of direct sexual proposition (phone calls, e-mail or messages) or suggestive physical contact;

- Requests for sexual favours in return for employment benefits;
- Verbal abuse with sexual overtone, innuendos, including remarks or insinuations about a person's sex life or private life;
- Obscene gestures and indecent exposure, including leering, whistling; and
- Any of the above form of coercion or blackmail for advancement, for lack of advancement or dismissal if the recipient refuses.

13.2.6 Sexual harassment does not refer to behaviour or an occasional compliment that is acceptable to the recipient, nor does it refer to harmless flirtation that is accepted by both parties often encountered in a working environment. This means that the severity of the harassment is determined largely by the psychological effect it has on the victim.

13.2.7 It must be emphasized that in every instance in which sexual harassment is experienced, the victim should indicate clearly and immediately that she or he does not approve of what is being said, done or suggested. This is most important, since everyone's perception of this differs, and what constitutes sexual harassment to one might not necessarily constitute the same to another.

13.2.8 The severity of an offense of sexual harassment will depend on the circumstances and the nature of the offense, with the possibility that a single serious act could warrant dismissal.

13.3 Other forms of harassment

Harassment, in general, is defined as behaviour that is intimidating, humiliating and fails to respect the rights of others. It may be the result of Physical conduct (simulated or threatened physical violence or gestures), Verbal conduct (threats, shaming, hostile teasing, insults, constant negative judgement and criticism or racist, sexist or LGBTQIA and derogatory or prejudicial language or Psychological

conduct (involves behaviour that has serious negative psychological consequences for the complainant such as abuse, bullying and mobbing. Other forms of harassment include but are not limited to:

- slandering or maligning an employee or spreading rumours maliciously;
- conduct which humiliates, insults or demeans an employee;
- withholding work-related information or supplying incorrect information;
- sabotaging or impeding the performance of work;
- ostracising, boycotting or excluding the employee from work or work-related activities;
- pressuring an employee to engage in illegal activities or not to exercise legal rights;
- demotion without justification;
- surveillance of an employee without their knowledge and with harmful intent;
- abuse or selective use of disciplinary proceedings;
- use of disciplinary or administrative sanctions without objective cause, explanation or efforts to problem solving;
- intolerance of psychological, medical, disability or personal circumstances; and
- pressuring an employee to resign

13.4 Procedure

For consistency, reporting harassment shall follow the same procedure as Grievances and shall be administered in a manner that is procedurally and substantively fair.

13.4.1 Appropriate action will be taken by the organisation in terms of disciplinary procedures should the Employee be found guilty of harassment.

13.4.2 An offender may also be required to attend suitable counselling or workshops. It might also be advisable to move the offender and / or victim so that they work apart, to reduce tension, conflict or victimization.

13.4.3 Anonymous complaints will be disregarded. The basic human rights (for example, fair treatment, confidentiality, etc.) of the complainants and of those against whom allegations are made will be protected.

13.4.4 A non-Employee who subjects an Employee to harassment in the workplace will be informed of the NFVF's policy on this and the NFVF reserves its right to instating legal action against the offender or reporting the conduct to the offender's Employer.

13.4.5 **Disciplinary Sanctions**

The range of sanctions imposed on a perpetrator of harassment shall be as follows:

- Warnings may be issued for minor instances of harassment. A warning issued to a perpetrator must describe the essence of the discriminatory conduct;
- Dismissal may ensue for continued minor instances of harassment after warnings; as well as for serious instances of harassment;
- In appropriate circumstances upon being found guilty of harassment, a perpetrator may be transferred within the workplace to another workplace within the company;
- A complainant has a right to lay a criminal charge or institute civil proceedings and the alleged perpetrator.

13.5 HIV/AIDS

13.5.1 The purpose of this policy is to:

- Ensure fairness, consistency and compliance with applicable legislation by providing guidelines for dealing with HIV and AIDS in the workplace;
- Create a supportive working environment where Employees who are living with HIV can get assistance and feel free to disclose their status should they wish to do so without fear of discrimination or victimization;
- Ensure equal treatment of all Employees living with HIV in terms of the Code of good practice on key aspects of HIV and AIDS and employment; and
- Respect confidentiality and treat Employees who contract HIV in a humane, life-affirming manner.

13.5.2 The following guidelines have been developed to assist management and Employees in dealing with HIV/AIDS in the workplace.

- *Right to Privacy and confidentiality*
 - Employees who are living with HIV have the right to confidentiality and privacy concerning their health and HIV status;
 - An Employee is not obliged to disclose his/her HIV/AIDS status to the Employer or other Employees;
 - Where an Employee discloses that they are living with HIV, the strictest confidentiality shall be applied to their records relating to personal health; and

- Any breach of confidentiality constitutes a serious offense.
 - *Role of Management in Preventing Discrimination*
 - All Line Managers must enforce this policy to protect Employees living with HIV, whether their status has been disclosed to all Employees or not;
 - Where unfair discrimination has occurred, Line Managers must ensure that measures are invoked and enforced;
 - To provide appropriate education and training programs for Employees on aspects relating to HIV/AIDS;
 - To provide counselling and support to the Employee living with HIV or affected Employees and their family members; and
 - Take appropriate disciplinary measure against an Employee who, after appropriate education and counselling refuses to work or continues to discriminate against an infected/affected Employee.
- 13.5.3 Employees living with HIV/AIDS will be treated the same as Employees with other life-threatening conditions. The criteria for continuing to work will be based on capacity to comply with job requirements.
- 13.5.4 An Employee living with HIV/AIDS is expected to meet the same performance requirements that apply to other Employees, with reasonable accommodation where required.
- 13.5.5 An Employee who has developed AIDS may eventually develop symptoms to the extent that he/she has become incapacitated and is not able to

perform as required. Such cases should be dealt with in terms of the organisational policy for incapacity due to ill-health.

- 13.5.6 The organisation will ensure the Employee's right to confidentiality regarding his/ her HIV/AIDS status is maintained during any incapacity proceedings.

14 RESIGNATION AND OUT PROCESSING

This policy outlines the resignation process and procedure and the role of Human Resources to manage the exit process of the Employee who has resigned. The aim is to ensure that information is gathered through an exit interview, a handover/exit report is completed and organisational assets recover from the Employee before they leave the organisation.

14.1 Resignation Procedure

- 14.1.1 An Employee must submit a resignation letter to his/her Line Manager stating their last day of service subject to the notice period applicable to their contract of employment.
- 14.1.2 It is mandatory for an employee to serve his/her notice period as expressed in the contract of employment.
- 14.1.3 Should an employee fail to comply with section 14.1.2 above, the employer reserves the right to claim the value of an employee's salary for any period of notice not served.
- 14.1.4 The Line Manager must inform Human resources as soon as the resignation is received; who will acknowledge receipt of the resignation.
- 14.1.5 Human resources personnel will notify all staff about the resignation.
- 14.1.6 The payroll administrator will terminate the exiting Employee on payroll and process payments and or deduction accordingly.
- 14.1.7 An exit interview will be conducted by Human Resources with the Employee before their last day of employment which may include

recommendation for operations and process improvement and general feedback.

14.2 **Out Processing Procedure**

- 14.2.1 The Human Resources department will liaise with IT to ensure that all assets in the possession of the Employee, including but not limited to the access card, cell phone, laptop, credit card and other electronic devices.
- 14.2.2 If an Employee has a LinkedIn profile, reference to employment at the Employer must be deleted and profile updated accordingly.
- 14.2.3 The Employee will be taken through a termination process of company benefits such as medical aid and provident fund and forwarding details. Should the Employee decide to withdraw from his/her funds, a notification to withdraw must be completed and sent to the underwriter and a termination notice to the medical aid broker must be completed.

14.3 **Acting Allowance**

The Employer must endeavour to fill vacant positions as quickly as possible and avoid prolonged acting arrangements at all costs. This policy sets guidelines to be followed when an Employee is appointed to act in a vacant position, until such time that such a vacancy is filled. A position can be vacant due to a resignation, death. In general, an Employee may be appointed in an acting position for a senior or similar in rank in the same or different department.

Conditions

- 14.3.1 The appointment must be made by the Line Manager in consultation with the CEO and Human Resources department and contracted in that capacity by way of an addendum to an Employee's existing contract of employment;

14.3.2 The Employee must assume full responsibility for the performance and the requirements of the appointed position during that period;

14.3.3 An Employee will be paid an acting allowance calculated as the difference between the current remuneration package of the staff member, and the current remuneration package of the higher post.

14.3.4 The acting allowance will be calculated at a rate of 10% of the difference as determined in 14.3.3 above, provided that:

- The acting position is a higher level;
- The period of appointment is longer than thirty (30) days and not more than six (6) months, unless a compelling motivation is made to act beyond the prescribed six (6) months;
- The appointment of an Employee to a position in an acting capacity will not create a right, or a legitimate expectation, to be appointed in that position permanently if and when the vacant post is advertised as available; and
- The acting role should to the extent possible be rotated.

15 TRAINING AND DEVELOPMENT

The organisation invests in the capacity development of its Employees to ensure that its workforce is competent and capacitated to continuously meet the mandate.

15.1 General

15.1.1 Training is provided for knowledge, technical, Line Managerial skills and competencies required for each job that form part of the performance contract of each Employee.

- 15.1.2 The organisation pays for performance related training for the performance period indicated. Should there be no improvement in the Employee's performance as a result of the training, additional training will not be considered and the correct written procedure must be undertaken documents the conditions and steps following the performance appraisal session.
- 15.1.3 Employees continuous development is encouraged whether it be studying towards a professional qualification such as a diploma or degree. Priority will be given to career development that is aligned to the organisational objectives in line with Employees' PDPs.
- 15.1.4 The Line Manager together with the Human Resources Line Manager will approve applications for training and development.
- 15.1.5 Organisation-wide training mandated for all Employees and prescribed for organisation-specific skills and competencies required as a result of new initiatives, systems, procedures or business processes will be arranged and paid for by the organisation as and when necessary. All Employees must attend as a mandatory requirement.

16 FINANCIAL AID FOR STUDIES

16.1 Terms and Conditions

- 16.1.1 Subject to determined annual Personal Development Plans (PDPs), the Employer may, where it is in a financial position to do so, contribute (up to a maximum amount of R250 000 (two hundred and fifty thousand rands) towards an Employee's tuition fees.
- 16.1.2 Such contribution shall be at the Employer's discretion, taking into account various factors, including but not limited to:
- 16.1.2.1 The skills, including the scarcity thereof, of the Employee;

-
- 16.1.2.2 The skills needed by the Employer; and
 - 16.1.2.3 Where relevant, the period of the Employee's employment with the Employer.
 - 16.1.3 Priority may be given to Employees who have not previously been funded by the NFVF;
 - 16.1.4 International studies must be motivated for should no similar and/or adequate programme exist locally.
 - 16.1.5 Provided that an Employee:
 - 16.1.5.1 Completes an application form, a motivation and proof of registration;
 - 16.1.5.2 An acknowledgement of debt form is signed which will be invoked if the Employee fails or resign before serving the full period;
 - 16.1.5.3 Upon successful completion of the studies, the employee must work for the NFVF the equivalent to the years he/she has studied e.g. one year of studies equals to 12 months' period of service owed to the NFVF.
 - 16.1.5.4 An Employee must pay back the portion of the Employer's contribution in whole or part if s/he resigns when the service period has not been worked back. In that case, the Employee is liable on a pro rata basis;
 - 16.1.5.5 The portion of the Employers contribution is calculated as the pro rata equivalent of the total contribution over the 12 months of service owed by the Employee.

$$\frac{\text{Employers contribution in a fiscal year}}{12 \text{ months}} = \text{1 month equivalent}$$

i.e.

- 16.1.5.6 The organisation does not pay for fees to reregister failed subjects.

17 TALENT MANAGEMENT

17.1 The organisation's Talent Management Framework seeks to achieve the following objectives:

17.1.1 To attract and retain Employees who are key to the continuity and sustainability of the organisation's business;

17.1.2 To attract skilled and competent Employees to fill vacant positions;

17.1.3 To ensure that appropriately experienced and qualified internal candidates compete on an equal footing with external candidates when positions are filled;

17.1.4 To ensure proper lateral movements of high performers as identified by the Management;

17.1.5 To ensure organisational effectiveness; and

17.1.6 To ensure Employee satisfaction and commitment.

17.2 Talent Management Principles

The following guiding principles underpin the NFVF's Organisational Talent Management Framework:

Principle	Principle Description
Talent Management is a strategic business driver to build individual capacity in response to organisational capacity needs.	<ul style="list-style-type: none"> • Talent Management is established as a strategic driver and an annual organisational business process in relationship to strategic reviews and performance/reward reviews. • The primary objective of Talent Management is to build individual capability within the NFVF in response

	to the organisational capability requirements associated with strategic and business goals.
Talent is managed according to an integrated framework and approach across the organisation.	<ul style="list-style-type: none"> • A consistent, customised Talent Management framework agreed to by all to enable talent deployment across the organisation. • Talent Management includes seamless interventions and activities across the people management value chain from strategic HR planning and sourcing to capacity building, performance management, reward and release.
Talent Management requires a differentiated approach for key talent to ensure high quality people in high leverage/mission critical positions.	<ul style="list-style-type: none"> • Organisational Talent Management is a differentiated approach and focuses on select, identified leadership and technical groups across all levels and includes star performers, key players and mission critical skills. Talent will be identified and differentiated according to agreed performance and potential criteria and succession planning requirements. • The organisation is committed to placing "high quality people in high leverage/mission critical positions"
An annual Talent Forum process is the mechanism to identify and manage key talent in department Talent Forums and a roll-up to the organisational Talent Forum.	<ul style="list-style-type: none"> • Talent Forums provide the holistic process for reviewing performance potential diagnostic evidence, development needs and interventions, career-pathing and succession management to assess and deploy talent.
Development and deployment opportunities in line with succession plans are critical for key talent development and retention.	<ul style="list-style-type: none"> • Ensuring star performers, key talent and mission critical skills are exposed to deployment opportunities in different work environments regarded as an optimal development philosophy and practice.

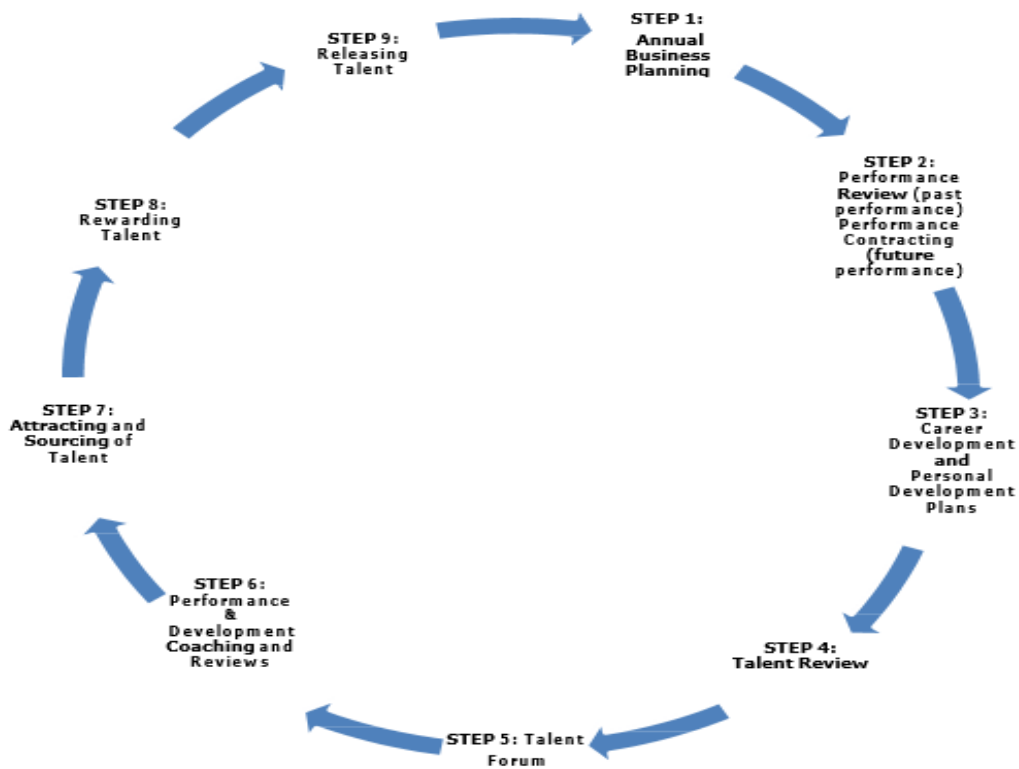
	<ul style="list-style-type: none"> • Career planning and capability development is based on continuous dialogue.
Strategic retention initiatives are required for "at risk" Employees.	<ul style="list-style-type: none"> • Retention initiatives for "at risk" classified Employee groups will be introduced as appropriate with rigorous assessment processes and criteria.
Embedded Talent Management is a mind-set – a way of life.	<ul style="list-style-type: none"> • Embedded Talent Management is a way of doing business – a way of life. The whole system must support Talent Management, i.e. the leadership style and values/behaviour, the organisational culture, infrastructure, processes and people.
Succession planning is an integral part of the talent management process and ensures a pool of suitably competent individuals who are available to compete for executive and other mission critical positions.	<ul style="list-style-type: none"> • Succession planning focuses on mission critical positions and priority skills and takes account of Employment Equity targets. • The organisation is committed to growing its own people and will only recruit externally where no internal capability exists. • Succession planning will be implemented in a professional manner with skill, dignity, objectivity and accountability.

17.3 Annual Talent Forum Cycle

17.3.1 Implementation of the NFVF's Talent Management follows an annual cycle of key activities and is integrated with the business processes of business planning and budgeting, performance management, people development and reward.

17.3.2 The organisation will afford Employees opportunities to be multi-skilled by means of:

- Increased job responsibilities so that an Employee can learn about the job, departments and the whole organisation so that they develop a generalist approach;
- Line Managers will constantly coach Employees to develop the confidence through regular assessment and timely performance feedback;
- A fully-fledged orientation of the new Employee will be undertaken, with emphasis on the following:



- Proper induction by the Line Managers of the new Employee. Skills gaps will be identified at this stage and a training program devised; and
 - Orientation and induction by the HR Department that reflects the organisation's core values, mission, vision and objectives as well as practices and procedures.
- The organisation, through all its Line Managers, must create a climate of open communication, transparency, trust and a sense of belonging in all its practices and approaches; and
 - A management succession chart will be prepared for each Department indicating possible successors for each position in the management hierarchy. This will take into account a combination of current performance date and judgement of potential promotion.

17.4 Succession Planning

- 17.4.1 Recognizing that changes in Executive Management are inevitable, the NFVF shall endeavour to establish a succession plan, in addition to the management succession chart mentioned above, to provide continuity in leadership and avoid extended and costly vacancies in key positions.
- 17.4.2 The NFVF Council and Executive Management are the custodian of the Succession Plan and any related policy and procedures.
- 17.4.3 The NFVF's succession plan is designed to identify and prepare candidates for key positions that become vacant due to illness, retirement, resignation, death or new business opportunities.
- 17.4.4 A succession plan is not guarantee of a position; rather it represents a developmental plan to prepare an individual should opportunities arise within the organisation.
- 17.4.5 The NFVF will continuously assess the leadership needs of the organisation and ensure that qualified individuals who have the necessary skills for leadership are identified.
- 17.4.6 Due to the size of the organisation, the following key positions have been identified by the NFVF Council and its Executive Management as requiring succession planning:
- the Chief Executive Officer (CEO); and
 - the Heads of Departments (HOD's).

17.5 Training and Development

Heads of Departments and Managers should ensure that:

- 17.5.1 The performance appraisal system, especially for Employees who are in Management, must contain a portion aimed at Line Managerial development;
- 17.5.2 Long term and, where possible accelerated, training must be provided to potential candidates;
- 17.5.3 The skills/training development plan and personal development/career plans must be supported and adhered to by Line Managers;
- 17.5.4 Behavioural leadership programs should be provided to ensure that all Employees uphold the organisation's values and business in high esteem; and
- 17.5.5 Training will be earmarked for certain areas of improvement.

Mentoring

The Employer's mentorship program has both formal and informal aspects:

- 17.5.6 Line Managers must mentor subordinates to facilitate their personal development;
- 17.5.7 All performance agreements of Heads of Departments must include a mentoring KPA to ensure they are measured on their implementation of this important practice;
- 17.5.8 The mentorship program will be regularly monitored by the Human Resources Department to ensure that:
 - 17.5.8.1 the mentee is guided through his/her work;

- 17.5.8.2 some of the responsibilities of the mentor are delegated to the mentee and monitored accordingly; and
- 17.5.8.3 there is deliberate intervention in the area where the mentee is challenged/struggling.

18 INDIVIDUAL PERFORMANCE MANAGEMENT

18.1 Objectives

The objective of the organisation's performance management system is to ensure that:

- 18.1.1 the organisation achieves its operational and developmental goals;
- 18.1.2 The system is used to monitor and manage Employee performance;
- 18.1.3 Performance is measured, monitored and managed at the organisational, department as well as individual levels; and
- 18.1.4 Employees understand how their roles impact on the achievement of the overall organisational objectives.

18.2 Performance Evaluation

- 18.2.1 Performance appraisals and evaluation will be done strictly according to the cycles described in paragraph 19.5.2 below;
- 18.2.2 Line Managers have the responsibility to ensure that Employees know what good performance is, how is it assessed and how they can reach and surpass good performance;
- 18.2.3 Line Managers will ensure that measures are put in place early on within the period of evaluation to ensure that those who are struggling to

perform receive assistance well before performance evaluations are submitted;

18.2.4 Line Managers will inform Employees at the beginning of each cycle and will assess continuously and regularly Employees levels of performance and attached rewards to encourage excellent performance;

18.2.5 Line Managers will ensure that performance evaluation is objective, and fair and geared towards improved performance;

18.2.6 Line Managers will give complete, accurate, objective and honest feedback when appraising the performance of Employees in order to foster improved performance and motivate staff to achieve excellence; and

18.2.7 Performance reward/s attached to the level of performance as stipulated in the organisational performance management system will be given to the deserving Employees in line with available budget.

18.3 The Individual Performance Management Process

18.3.1 Performance framework is based on the 360-degree methodology;

18.3.2 The individual performance management cycle starts on the date of appointment to the next March 31st. The new cycle will then commence at the beginning of April of every year thereafter aligned to organisational performance management cycle which runs from 1st April to 31st March of every year;

18.3.3 A uniform cycle for all Employees is linked with the Strategic Planning, and Financial Planning Process subject to the following timelines:

- Performance Management cycle commences – April;
- Work Plan Implementation commences – April;

- Mid Term Evaluation and Assessment Session – September;
- Annual Assessment and Development Planning Session – March;
and
- Moderating Sessions – end of March.

18.3.4 Individual key performance areas (KPAs) are developed and aligned to organisational Strategic and Performance Plans; and

18.3.5 Only permanent Employees are eligible for performance reward and must have been employed for a period of more than six (6) months to qualify for a performance bonus. Employees who have been employed for less than twelve (12) months will be rewarded on a pro-rated basis.

18.3.6 Performance bonus is payable to employees who completed a performance period at the conclusion of a review, provided a resolution to pay is taken by NFVF Council.

18.4 The Development of a core Competency Framework

18.4.1 A competency is any knowledge, skill or personal attribute, which enables a person to deliver successfully;

18.4.2 The extent to which a person masters a certain competency determines the Employee's level of performance;

18.4.3 The Line Manager and his/her subordinate determine which of the competencies are relevant to the job and jointly agree which ones to choose;

18.4.4 The number of competencies chosen should not exceed five (5);

18.4.5 The mandatory competencies are provided in a competency framework;

- 18.4.6 Each competency must be weighted in terms of its importance and be included in the table provided for this purpose in the work plan.

18.5 Performance Contracting

- 18.5.1 The Line Manager in consultation with the Employee will confirm the KPA's and core competencies and agree on the implementation date of the Performance Work Plan.
- 18.5.2 The targeted performance areas and core competencies must be in line with the performance work plan agreed upon between the Line Manager and the Employee and must be aligned to the ultimate strategic goals of the organisation.
- 18.5.3 The Line Manager must review the performance of an Employee against the performance output plan and standards with a view of comparing plans (set targets) and progress.
- 18.5.4 The Line Manager, together with the Employee, will address shortcomings by establishing corrective plans.

Structure of the Individual Performance Management System

- *Section 1* : *Employee's details*
- *Section 2* : *Employee and Line Manager signatures and period of the agreement is indicated.*
- *Section 3* : Performance Work Plan, which:
 - Is developed through a process of performance planning, during which the performance expected from each Employee is defined in the terms of the KPA's and Core Competencies;
 - Defines a KPA;
 - Key performance areas constitute 80% of the overall assessment weighting of which core competencies constitute 20%. The key

performance indicators clarify the objectives, identifies KPA's, sets measurement standards and serves as a basis for overall performance rating in the annual assessment.

- *Section 4* : PDP

This section deals with the personal development of the Employee indicating the identified shortcomings or areas that may improve performance should be indicated in this section. The section further contains:

- Identified formal/informal training and development needs and define desired results;
- Set target dates and monitoring tools;
- Clear indication of the plan and actions; and
- A section for High Performance (Score from 70% - 100%) should be completed with career pathing and succession management in mind

18.6 Role Players and Their Responsibilities

Employee	Must know what is expected of him/her, when and at what standards.
	Together with the Line Manager draw up the work plan based on the business plans of the section.
	Takes full responsibility of their performance and evaluation thereof, i.e. collect their own performance feedback data and evaluate it by indicating his/her performance in the form in terms of the evaluation scores. The performance feedback data collected by the Employee shall also be presented as performance evidence during appraisal meetings.
	Identifies opportunities to develop and must commit them to the developer development plan.

	Set SMART - S pecific, M easurable, A ttainable, R ealistic and T ime-bound targets in the first quarter together with the Line Manager
Line Manager	Ensures that the performance agreement is entered into and signed and it must be within the first quarter of appointment, promotion or transfer.
	Submit a copy of the set performance agreements to HR.
	Ensures that there are quarterly/bi-annual meetings with the Employee to discuss performance and compare progress with plans.
	Evaluates Employee's performance against set targets and deadlines based on evidence. Results must be discussed with an Employee and consensus reached and relevant form signed by both parties
	Identifies shortcomings and reducing them to writing under the comments section of the form.
Moderation Committee	Ensures that specific norms and equity prevail, and that procedural fairness and objectivity have been applied.
	Ensure consistency in the assessment processes and establish a mutual understanding of standards applicable in the NFVF.
	Made up of the Line Manager and the CEO

- Key performance areas and core competencies are weighted according to their inherent importance in terms of an employee's job within the organisation;
- The total percentage of the weightings against the key performance areas of an annual work plan should be 100%. The total percentage of the weightings against the competencies should be 100%;

- Also outlines the Employee's activities from the beginning of the cycle up to the end and is the main tool for evaluating the performance of the Employee; and
- Is shared view of the expected performance work plan between the Line Manager and the Employee.

18.7 The Annual Performance Appraisal

18.7.1 Rewarding Performance Appraisal

The Performance reward system is driven by the individual performance management system, i.e. based on the outcome of performance assessment as well as the organisational performance management system.

18.7.2 Calculation of Performance Reward

- The individual performance score consists of the scores collected from KPA's and Competencies through the individual performance management process;
- The KPA's will contribute to 80% of the total score and Competencies to 20% of the total score; and
- The Organisational Performance Score as determined through the organisational performance measurement framework will also contribute to the calculation of performance rewards. The contribution of the Organisational Performance Score will differ between the levels of the organisation.

18.7.3 Pay Progression through a cost of Living Adjustment

- Annual cost of living is implemented annually on the 1st of April of each year;

- Employees who have been in the employ of the NFVF on a full time (excluding contract Employees) for at least 6 months' continuous service qualify for annual cost of living based on the remuneration package; and
- An Employee whose salary is above the maximum band do not qualify for annual cost of living increase.

18.7.4 Performance Rewards/Cash bonus Incentives

Cash bonuses are paid once off as a lump sum on a yearly basis as per the Council decision and overall organisational performance. Allocation of Performance Rewards / Cash Bonus Incentives will be based on the following ratings:

Category A 90% - and above	=	10% of total remuneration package once off
Category B 70% – 89%	=	5 - 9% of total remuneration package once off
Category C, 60% – 69%	=	1 – 4 % of total remuneration packages once off
Category D, 50% – 59%	=	No cash bonus
Category E, 49% – and lower	=	No cash bonus

18.7.5 Definition of the Ratings

Category A Excellent performance Score 5	Consistently exceeds performance standards
	Consistently exceeds required level of performance
	Innovative and takes initiative (introduce new ideas, procedures and systems)
	Proactive (initiate projects, working with Line Managers and review or development of policies) expert in a particular field (consistently insightful, provide guidance) Exceptional generalist (multi-skilled and flexible)
	A hard worker on a consistent basis (always goes the extra mile and takes responsibility)

	Quality (produce results of highest standard consistently)
	Totally independent (decisive, no need for guidance and supervision)
	Excellent team player (excellent communication and interpersonal leadership skills)
Category B Very Good Performance Score 4	Sometimes exceeds a performance standard
	Sometimes exceeds required level of performance
	Sometimes introduces new ideas, procedures and systems (Innovative and takes initiative)
	Moderate generalist (frequently shows multi-skills and flexibility)
	Hard worker (often goes the extra mile and takes responsibility)
	Quality (sometimes produces results of highest standard)
	Independent (no need for guidance and supervision sometimes)
	Very good team player (very good interpersonal and communication skills)
Category C Good Performance Score 3.5	Consistently meets performance standards
	Consistently meets required level of performance
	Hard worker (sometimes goes the extra mile as required)
	Quality (produces results of good standard.)
	Partly independent (limited guidance and supervision)
	Good Team player (good interpersonal and communication skills)
Category D Acceptable/adequate performance Score 3	Meets required performance standards with guidance
	Performs according to required standards.
	Not independent and needs guidance and supervision
	Performs according to performance agreement.

	Does not go the extra mile.
	Average team player with average interpersonal and communication skills
Category E Inadequate performance Score 1-2	Poor performance (performs below expected level and standard of performance)
	Poor performance (performs below expected level and standard of performance)
	Lacks initiative and not innovative
	Always needs Line Manager's constant supervision
	Never shows improvement, even under tight supervision and guidance
	Does not perform according to performance agreements and standards.

18.7.6 The Individual Performance Management System Calculator

- The final annual individual performance evaluation will combine the ratings allocated during the bi-annual performance reviews i.e. 01 April to 30 September and 01 October to 31 March each year;
- The Individual Performance Management System Calculator will be utilized to determine the final score based on the outcome of the two bi-annual performance reviews;
- The Individual Performance Management System Calculator will be used to add the scores and calculate final KPA's and the core competencies based on the 80% and 20% weighting allocated to KPA's and core competencies respectively; and
- The agreed scores between the Line Manager, Employee, peer and or subordinate where applicable for the first and second bi-annual assessment review forms will be added and divided by two to determine the final score.

18.7.7 Addressing Negative Performance

- Results, which are 59% and lower, will be considered as inadequate performance;
- The discussion in the quarterly meetings must always be reduced to writing and must be communicated clearly;
- Attempts must be made through training (formal /informal) to improve performance; and
- Persistent unsatisfactory performance even after training may lead to dismissal, with due consideration of the provisions of Schedule 8 of the Labour Relations Act.

19 CHIEF EXECUTIVE OFFICER PERFORMANCE MANAGEMENT

19.1 Objective

- This process is documented and adopted by the NFVF Council together with the CEO Performance Review Committee, consisting of the Chairperson of the NFVF Council; Deputy Chairperson of the NFVF Council; and the Chairperson of the HR & Ethics Committee and any other Council member as may be determined by the Council.
- This committee is formulated to ensure a consistent approach to the CEO's performance review. The review process must be a collaborative and constructive process that is designed to enhance performance and provide guidance for the ensuing twelve (12) months, using the NFVF's agreed Strategic Plan. The CEO Review Committee must be prepared to take a corporate view of the process. The performance review process should be regarded as an opportunity to build relationships and to increase the effectiveness of the individual, systems and processes which will improve the performance of the NFVF.
- The CEO Review Committee must:

- Demonstrate fairness and objectivity
- Communicate effectively; Possess preparation and evaluation skills;
- Avoid bias;
- Focus on outcomes; and
- Provide negotiation skills.

19.2 Briefing Session

It is essential to gain input from all CEO Review Committee members to the review and appraisal process. A briefing session will be organised to cover the performance appraisal, the procedures followed whilst considering the progress of the Strategic Plan.

19.3 Performance Review Period

- The CEO's performance review shall be conducted within twelve (12) months aligned to the completion of the audit by the AG.
- If the committee raises concerns about the CEO's performance, the Chairperson of Council on behalf of the Committee will advise the CEO in writing, outlining the areas of concern, and provide the CEO a minimum of one week to respond.
- A moderation committee consisting of Executive Committee of Council (EXCO) will moderate the CEO's performance review following the review of the CEO Performance Review Committee.

19.4 Composition of the Review Panel and Committee

- The CEO performance review panel will consist of the Chairperson and Deputy Chairperson of Council as well as the Chairperson of the HR& Ethics Committee and any other Council member as may be designated by the Council.
- The CEO Performance Moderation Committee shall consist of members of the EXCO.

19.5 Procedure For The Review Of The CEO

The CEO Performance Review Committee will set the review procedure and timeline requirements for each year. The review procedure must contain the following minimum elements:

- Assign the Head of HR to assist the panel and ensure the process meets governance requirements and facilitate the implementation of the CEO's professional development plan.
- Notify all parties timeously of the review procedure, timeline requirements and any other relevant information as deemed necessary.
- Conduct the CEO's performance review in a fair, honest and transparent manner.
- Ensure procedural fairness throughout the process including sufficient time to prepare responses and an opportunity to respond to any findings.
- Assess the CEO's performance inclusive of feedback from the CEO Performance Review Committee.
- Agree on key focus areas and share the performance review findings and outcome with Council.
- Follow up with the CEO Performance Review Committee on any progress made emanating from matters raised during the review.

19.6 Completion of Review

The CEO Moderation Committee must provide Council and the CEO with a formal report that summarises the findings of the review including recommendations.

- The CEO Moderation Committee must further provide Council with a report outlining the following:
 - What worked in the process;
 - The KPIs for the next twelve months; and
 - Recommended changes to this process over the next twelve months
- The CEO will have any opportunity to provide comments on any matters of clarity by Council.
- Following a review of the performance of the CEO, Council must consider the review, which will only be endorsed by a majority resolution of Council.
- After the Council has endorsed a review of the performance of the CEO, it must inform the CEO in writing of the results of the review; any issues about the

performance of the CEO; and how the Council proposes to address and manage the said issues.

19.7 CEO Performance Bonus Calculation

- The CEO's performance evaluation occurs annually after the external audit by the Auditor General (AG).
- The performance calculation is based on the outcome of the organisation's performance information audited by the AG.

Category A 90% - and above	=	10% of total remuneration package once off
Category B 70% – 89%	=	5 - 9% of total remuneration package once off
Category C, 60% – 69%	=	1 – 4 % of total remuneration packages once off
Category D, 50% – 59%	=	No cash bonus

20. Performance Management Dispute Resolution

The steps for dispute resolution in the Performance Management Policy, where applicable, will apply in full in the following manner:

- Where a dispute arises, the interpretation of the content of the standard performance agreement for that position, the employee is entitled to take the matter to the next level of management within seven (7) days of the dispute arising, in the presence of the line manager, for a final interpretation.
- Step 1: Employee verbally communicates disputes with the performance contract to the line manager(s). The line manager(s) and the employee must have a meeting to discuss the basis of the dispute and aim to resolve it within five (5) **working days**.
- Step 2: If the employee/ line manager(s) is not satisfied with step 1 or non-attendance of the issue, a formal dispute must be lodged by the manager and or

employee with HR. HR must hold consultations with both parties to resolve the dispute within **five (5) working** days of the dispute being lodged.

- Step 3: Should the dispute not be resolved in step 2, HR will escalate the dispute to the next higher line manager – as an intervention to attempt to resolve the dispute within ten **(10) working days** of the matter being brought to their attention
- Step 4: Should the employee or line manager(s) not be satisfied with the intervention of the PMC, the matter is to be escalated by the disputing party to the next higher line manager. The office of the higher line manager will arrange a meeting with the employee and his/her line manager(s) and after having considered the matter, will inform the parties in writing of his/her decision within **seven (7) working days** of receiving the dispute. The finding of the next higher line manager is final and binding.
- Step 5: Should the employee or line manager(s) not be satisfied with the next higher line manager's decision, he/she may make use of the appropriate statutory dispute settling mechanism as defined in the Labour Relations Act as amended. This must be done within thirty days of the Minister's decision.

21. REVIEW

The NFVF Council will review this Policy every (3) three years, but may make amendments where and when necessary in the interim. This is to enable the organisation to take into account learnings made, changes in legislation and market conditions.