



PERSONNEL POLICY AND PROCEDURES

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PERSONNEL POLICY

Policy Statement

We believe that **Connect Network's** most valuable resource is its human resources. **Connect Network** has put in place guidelines for the management of all aspects related to the human resources of the organisation to ensure the wellbeing of both employees and the organisation. The policy and related procedures should always be in line with any South African legislation pertaining to the relationship between employer and employee.

Policy Monitoring and Review

Policy review two-yearly.

Scope

This policy and the related procedures apply to all employees and in certain areas to volunteers and interns (where stated) of **Connect Network**. All staff members will sign an Acknowledgement of Receipt (Appendix 11) upon receipt of the updated policy.

Intent

It is in the interest of **Connect Network** to clearly outline the duties, responsibilities and expectations of both **Connect Network**, as the employer, and the employees of **Connect Network**.

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DEFINITIONS

EMPLOYEE is a person with whom **Connect Network** has an employment contract agreed upon by both parties and who has successfully completed his/her probation period.

PERMANENT EMPLOYEE is an employee with whom **Connect Network** has a permanent contract agreed upon by both parties and who has successfully completed his/her probation period.

FULL TIME EMPLOYEE is an employee employed for at least 37.5 hours a week (excluding meal breaks). They are eligible to all the benefits offered by **Connect Network**.

PART TIME EMPLOYEE is an employee employed for less than 37.5 hours a week, being either:

- A certain number of days or hours per week
- Every other week
- A portion of the day

TEMPORARY EMPLOYEE is an employee with whom **Connect Network** has a fixed term contract agreed upon by both parties and who has successfully completed his/her probation period.

Conditions of service will be according to the signed contract. Generally, regarding remuneration and leave conditions, these would be on a pro-rata basis in accordance with the working conditions of full time staff, depending on the position and the need of the organisation.

INDEPENDENT CONSULTANT is a person contracted as a specialist in their field, or who offers a limited number of hours of service to the organisation for a specific task, with whom **Connect Network** has a service agreement or contract agreed upon by both parties.

An Independent Consultant typically:

- is not an employee
- will work his/her own hours
- runs his/her own business or works for another non-profit organisation or other business
- will be free to carry out work for more than one employer at the same time

- will invoice **Connect Network** for his/her services and be paid according to the stipulations of the signed service agreement
- will not be subject to usual “employment” matters such as the deduction of PAYE or UIF from his/her invoice, annual leave or sick leave etc

VOLUNTEER is a person who provides a necessary service to the organisation for no monetary remuneration. Depending on the service and the time they volunteer for the organisation, **Connect Network** and the volunteer may have a volunteer agreement signed by both parties. They would benefit from any supervision or management offered by the organisation, and may be reimbursed for agreed upon expenses where applicable.

A Volunteer typically:

- is not an employee
- does not receive any monetary compensation for service provided and will therefore not be subject to usual “employment” matters such as the deduction of PAYE or UIF
- will be free to volunteer for more than one organisation at the same time

AN INTERN is a student or trainee who works in order to gain work experience or satisfy requirements for a qualification. Interns at **Connect Network** will do an internship without remuneration and therefore be regarded as a type of volunteer, unless stipulated otherwise in their agreement with **Connect**. As part of fulfilling the requirements for a qualification, **Connect Network** may also have an agreement with their tertiary institution to outline respective responsibilities. Interns would benefit from any supervision or management offered by the organisation, and may be reimbursed for agreed upon expenses where applicable.

HOURS OF WORK

The Somerset West office hours are 09h00 – 16h30, Monday to Friday.

Each employee is expected to be punctual in maintaining and complying with the working hours as set out in their contract.

No outside work or private matters should be attended to during working hours without the permission of your Line Manager.

1. OVERTIME

Overtime is defined as the time worked by employees in a day or a week in excess of their contracted hours of work. Depending on the employee's position, overtime may be required and is agreed upon in the employment contract, according to the following specifications:

- a) Full time employee shall not work more than 10 hours overtime per week.
- b) No employee shall work more than 12 hours per day inclusive of overtime.
- c) Overtime must be pre-approved by a line manager.
- d) **Connect Network** does not pay for overtime but instead employees will be entitled to paid time off, referred to as "time off in lieu", provided that there is a mutual agreement between employer and employee when this is suitable for both parties. The amount of paid time off will be equivalent to the amount of overtime worked. "Time off in lieu" will only be provided for overtime worked on a rest day, public holiday, weekend or after hours if this overtime was requested by the employer and agreed to by the employee in advance.
- e) Overtime worked shall be recorded in the employee's timesheet, the number of hours shall be properly recorded for work done on rest days, public holidays, and weekends or after hours.
- f) No more than 5 days' worth overtime can be carried over per month.
- g) No overtime can be carried over into a New Year (1 January), unless agreed by the Executive Director.

CODE OF CONDUCT

Connect Network Employees, Volunteers and Interns shall:-

1. Be respectful and honest in their dealings with donors, partners, co-workers, Connect affiliates and the communities in which we serve by embracing the value of respecting the dignity of each of the people they may meet in the fulfilling of their duty.
2. At all times conduct themselves in a professional manner in line with **Connect Network's** stated aims and objectives and will ensure that their conduct will not bring the organisation into disrepute.
3. Be bound and obliged to conform to the Memorandum of Incorporation (MOI) of **Connect Network** and all the various policies, procedures, instruction, regulations, directions, meeting minutes and notices issued by **Connect Network**, and to carry out instructions given to him/her by their immediate line manager, as long as these instructions are towards the achievement of the objectives of the organisation.
4. Not advance or oppose any political party or promote a political agenda during working hours or through use of any social media platform where their connection with Connect Network is known as this is in violation of the MOI (Clause 4.2.7) of **Connect Network**.
5. Not use social media in a way that is detrimental to the image or ethos of **Connect Network**. Staff members shall also not use their working time to visit or use social media for personal purposes.
6. Keep confidentiality during and after employment at Connect:-
 - a) Information of a confidential nature will not be divulged outside of the **Connect Network** without the knowledge of the affiliate.
 - b) Relevant information about an affiliate may be divulged by the Executive Director or appointed person outside of **Connect Network** to the proper authorities if child abuse is involved or in the course of a police investigation.
 - c) It is not appropriate to share information of a confidential nature with other affiliates, family or prayer partners that may in any way identify an affiliate.
 - d) If an affiliate visit is stressful this can be shared in the process of supervision, either internally or externally.

- e) Affiliates should be made aware that any information they choose to give about themselves in public cannot be subject to the confidentiality restraints of information shared privately.
 - f) Any breach of confidentiality could result in a dismissal from the work of **Connect Network**.
7. Ensure their appearance is acceptable and professional at all times, in line with the dress code policy of **Connect Network**.
 8. Develop and maintain their skills and assume only those responsibilities they are competent to discharge.
 9. Fulfil their responsibility to the best of their abilities to ensure affiliates receive the highest standard of service.
 10. Look after and maintain the assets of the organisation and be responsible in the utilisation of these assets (e.g. telephone, data projector, computers and printers). They shall ensure the safety of **Connect Network** property and shall not remove any organisational property from the premises of **Connect Network** without following the necessary procedure.
 11. Ensure that they act with honesty and the utmost integrity in any dealings with the financial resources and in accordance with the Financial Policy of **Connect Network**.
 12. Not act in any way that can damage the trust of those who rely on our work, particularly in respect to children.
 13. Not consume alcohol or use drugs during working hours.
 14. Not ask money/loans/financial assistance from colleagues, affiliates, beneficiaries or donors of Connect Network.

Act as ambassadors for child protection and child well-being though adhering to the Connect Child Protection policy at all times and by upholding children's rights according to best practice standards for child protection in line with South African legislation.

RECRUITMENT AND HIRING

In recruiting personnel for employee or certain volunteer positions, it is the desire of **Connect Network** to experience a working relationship with the prospective employee/volunteer as part of the recruitment process.

Historically and culturally, Connect Network considers Competency, Character and Chemistry as essential components for recruitment and selection. Therefore recruitment and hiring practices will also reflect the biblical worldview of Connect Network.

As Connect Network has adopted the Lausanne Covenant (International Congress on World Evangelisation, Lausanne, Switzerland, July 1974) as their Statement of Faith and furthermore require all Connect affiliates to agree with the Lausanne Covenant, all prospective employees have to be in agreement with this statement of faith as part of their personal belief system if they would like to be considered for a Connect Network position. Volunteers and interns agree to respect the position of Connect Network and its value statements.

In addition to the Lausanne Covenant, prospective employee applicants should also be supportive of the Connect Network Value Statement:

Pure and undefiled religion before God the Father is this: to visit orphans and widows in their trouble, and to keep oneself unspotted from the world (James 1 vs. 27 NKJV).

1. *We are committed to Christ and seek to demonstrate biblical values in our work.*
2. *We are committed to the dignity, uniqueness and worth of every individual, regarding everyone with love, compassion and respect.*
3. *We are committed to working together as the Church, regardless of denomination.*
4. *We are committed to quality, accountability and best practice which are reflected in our biblical worldview.*

The recruitment procedures for employees shall comprise the following steps:

1. A job analysis to determine tasks and responsibilities and the necessary competencies and characteristics and experience needed for any new position created.
2. A job description based on job analysis shall be the basis for recruitment.
3. Qualifications and experiences shall be matched against the job description.

4. A grade in line with the **Connect** remuneration model shall be awarded to the job position.
5. Internal promotion and staff shifting within the organisation and the Network to fill vacant positions will receive priority above recruitment, provided the requirement of the above point is met.
6. Potential candidates can be recruited through internal employee shifts, networking, or advertising.
7. The post can be advertised publicly but not always using a paid advertisement, (e.g. Network Info Page, Community Development Websites) and only if an internal appointment cannot be made.
8. Job applications for any position within **Connect Network** must be in writing and duly signed by the applicant (See Appendix 7).
9. A short list of prospective candidates will be interviewed by the Executive Director and any relevant staff. Where necessary, a designated Board member will assist.
10. Appointment of managerial staff within **Connect Network** will be authorised by the Board.
11. Other positions will be appointed by the Executive Director and designated Board member. The Chairperson of the Board has the authority to be included in any appointment at any level within the organisation.
12. The following information on applicants' application will be checked: Qualification/s, References. (A minimum of two references will be required for any position).
13. Potential candidates will be screened as "suitable to work with children" as per the **Connect Network** Child Protection Policy through reference checks, Form 29 (Department of Social Development) and police checks. The continuation of employment shall be dependent upon Form 29 and police clearance.
14. It shall also be determined through the application form and in the interview if the candidate agrees with the Lausanne Covenant and with the Value Statement of the Connect Network.
15. The most suitable applicant shall be offered the job. The organisation shall strive towards employment equity.
16. Every employee shall be given, at minimum, a three months' probationary period at the start of their employment with **Connect Network**, during which time monthly progress shall be assessed and discussed between the employee and line manager and recorded by the line manager. After a successful probation period, a letter of confirmation of employment shall be issued.
17. If **Connect Network** is not convinced about the employee's competence after the probation period, the probation period may be extended for a reason that relates to the purpose of probation, but the period of probation shall not be disproportionate to the legitimate purpose that the employer seeks to achieve.

The recruitment procedures for the most senior position in the organisation (Executive Director or other) shall comprise the following additional steps:

1. The Board Chairperson shall receive the job applications (which include CVs) and shall circulate them to the Board members for reading and assessment.
2. Each Board member makes a shortlist of the applicants and categorises them as follows:
Group A: Yes, Group B: Yes, with certain reservations and Group C: No
3. The Board Chair may send the Board assignment to the applicants in each Board member's Group A and B.
4. The Board members shall meet and choose a shortlist of candidates from Group A and B to invite for interviews. The rest will be informed (either by email or telephonically) that they have been unsuccessful.
5. The Board Chairperson, the delegated Board member holding the HR portfolio and the current Executive Director at minimum shall interview the candidates.
6. The top two candidates will be required to undergo a thorough psychological, emotional intelligence and leadership assessment to determine their suitability for the position.

INCOME GENERATION THROUGH SERVICE AGREEMENTS

Connect Network recognises that its employees have expertise in certain areas and can be contracted out on behalf of **Connect Network** as consultants by other non-profit organisations, private companies or government departments. While such contract work should never detract from **Connect Network's** core business or employees' outputs as set out in their Key Result Areas, this should be considered as a possible opportunity to generate income for the organisation to cover its costs as well as to build effective partnerships.

If the organisation contracts its employees out as consultants, the following procedures will be adhered to:

1. The Executive Director and the employee will agree to the terms and conditions of the Service Agreement.
2. Only a **Connect Network** Service Agreement Template may be used for the Service Agreement, which clearly sets out the terms and conditions of the agreement.

Connect Network is in the process of drawing up a guideline on the rates for providing consultant services in a variety of applications which should be followed when drawing up or considering any Service Agreement.

CONTRACTING CONSULTANTS

Connect Network also recognises that there are times when the organisation is required to contract the services of an independent consultant as defined on page 4.

If the organisation contracts with consultants, the following procedures will be adhered to:

1. In the event that the expenditure for the service to be contracted has not been pre-approved by the Board or is not covered by an approved line item in the organisational budget, a proposed service agreement between **Connect Network** and the consultant, which will clearly outline the terms and conditions of the agreement, will be submitted by Executive Director to the Board for negotiations or approval before the contract can be entered with the consultant.
2. Only the Executive Director, designated board member or Chairperson can sign such a service agreement.
3. In the case that the expenditure for the service to be contracted has been approved by the board or is covered by an approved line item in the organisational budget, a service agreement between **Connect Network** and the consultant, which clearly outlines the terms and conditions of the agreement, will be signed by the Executive Director or a designated Programme Manager on behalf of Connect.
4. Consultants are not entitled to any benefits common to employees such as sick or annual leave. **Connect Network** will consider the consultant responsible for their own income tax contributions, unless otherwise stated in the Service Agreement.
5. A consultant services can be terminated if he/she does not honour the Service Agreement, the conditions of which will be set out in the Agreement.

Connect Network is in the process of drawing up a guideline on the rates for hiring consultant services in a variety of applications which should be followed when drawing up or considering any Service Agreement.

VOLUNTEERS

Connect Network, recognises the value of volunteerism in the non-profit sector and the potential contribution they can make to the organisation. **Connect Network** has a Volunteer Policy which will guide the interaction between **Connect Network** and volunteers.

All prospective volunteers should complete the **Connect Network** Volunteer application form and submit it to the organisation. Volunteers will be under the supervision of any one of the staff depending on which part of Connect they will be working in, and will be expected to follow rules and regulations governing **Connect Network**. **Connect Network** may offer a stipend or cover certain business expenses incurred by a volunteer, depending on the agreement between the volunteer and **Connect Network**. The terms and conditions of the agreement between a volunteer and **Connect Network** will be stipulated in the volunteer agreement.

INTERNS

Connect Network, where possible and depending on capacity, will consider supervising interns, whose development goals can be met through the scope of activities of **Connect Network** by providing them with the practical experience that they will require. A clear programme for the duties and responsibilities for an intern will be developed according to each situation.

Interns will be under the supervision of any one of the staff depending on which part of Connect they will be working in, and will be expected to follow rules and regulations governing **Connect Network**. **Connect Network** does not offer any employment or remuneration of any kind to intern students. Intern students work with **Connect Network** in the capacity of volunteers and therefore also shall meet all requirements for volunteers, unless stipulated otherwise in their agreement with **Connect Network**.

TERMINATION OF EMPLOYMENT

The employment contract may be terminated by either party for any reason recognised as valid thereto by law, such termination being not less than one week if he/she has been employed for six months or less, two weeks if employed for more than six months but not more than one year, and one calendar month if employed for one year or more.

A. RESIGNATION

Notice is required in writing. If an employee resigns without the required written notice, he/she will be deemed to be absent without due consent. Disciplinary procedures will be followed.

The Executive Director, being an exception due to the nature of the position, shall submit his/her resignation with three month's notice, indicating a hand-over and exit plan.

Upon termination, employees may be entitled to any annual leave pay (on a pro-rata basis) for days due to them at that time, taking into account the following:

- Permanent employees can carry 5 annual leave days over to the next cycle;
- If such benefits are due to employees having liabilities to the organisation on termination, they shall only be processed after satisfactory reimbursements have been made by such employees for the settlement of such amounts due to **Connect Network**;
- Employees can choose to donate any annual leave pay entitled to them, back to the organisation.

B. TERMINATION

The Labour Relations Act (LRA) recognises three grounds on which a termination of employment might be legitimate:

- Misconduct (fraud, theft, assault, substance abuse, insubordination, gross insubordination)
- Operational requirements (retrenchments)
- Incapacity of the employee (not able to fulfil the job)

In order to ensure fairness and legislative compliance during dismissals, the following procedures shall be followed:

1. MISCONDUCT

Any termination based on misconduct would have to fulfil the constraints of a disciplinary enquiry (see **DISCIPLINE** section of this policy for specific procedures).

2. OPERATIONAL REQUIREMENTS

Any termination based on operational requirements (retrenchments) shall be conducted in line with the Labour Relations Act (LRA):

- a) **Connect Network** will consult with its employees in a meaningful way in an attempt to reach consensus when it contemplates dismissing one or more of the employees for operational reasons. Operational reasons include economic, technological, structural or similar needs of the employer.
- b) A delegated person/service provider may be appointed to facilitate the consultation process and to ensure that all legal requirements are met.
- c) Employees will be provided with a statutory notice in terms of section 189(3) of the LRA which discloses in writing all relevant information relating to the proposed retrenchment prior to commencing the consulting process.
- d) The consultation process shall include not only discussions on the potential consequences of the proposed retrenchment but in respect of the organisation's needs, also show that all reasonable alternatives have been considered prior to contemplating the need for retrenchment.
- e) Employees shall be given the opportunity to provide input to any matter connected with the proposed retrenchment and the employer will be given the opportunity to respond.
- f) The employer shall also consult with potentially affected employees on what a reasonable severance package can be, which may not be less than one week's remuneration for each completed year of service. An employee shall be entitled to notice pay in addition.
- g) The outcomes of the consultation will be captured through signed documentation with the aim of all claims related to the employee's termination being settled to avoid costs and time related to litigation.
- h) When consensus cannot be reached between employer and employee, mediation by an independent mediator may be considered as an option to avoid litigation as far as possible and to reach amiable solutions for all parties.

3. INCAPACITY OF THE EMPLOYEE

Any termination based on incapacity of the employee, shall only be conducted after the following procedures have been followed in line with the Code of Good Practice of the Labour Relations Act (LRA):

Incapacity due to ill health or injury

- a) As **Connect Network** is a non-profit organisation and mostly dependent on donor funding for income, the response to employees who will be absent from work beyond available sick leave needs to be considered within this context, taking all factors, but also available budget into account.
- b) The employer recognises that incapacity on the grounds of ill health or injury may be temporary or permanent and that particular consideration will be given to employees who were injured at work.
- c) If an employee is temporary unable to work, the employee will investigate the extent of the incapacity.
- d) If the employee is likely to be absent for a time that is unreasonably long, possible alternatives to dismissal will be considered first, balancing both the circumstances of the employee with the needs of the organisation.
- e) Relevant factors to be considered include the nature of the job position, the period of absence, the seriousness of the illness or injury and the possibility of securing a temporary replacement.
- f) In cases of permanent incapacity, alternatives such as adapting the duties to accommodate the employee's disability will be considered before dismissal is considered.
- g) If dismissal becomes a possibility, the employee will be allowed the opportunity to state a case.
- h) The actions that the organisation has taken and the outcomes that have been achieved will be recorded and kept in the employee's file.

Poor work performance

- a) The procedures leading to dismissal shall include an investigation to establish the reasons for unsatisfactory performance.
- b) Termination due to poor work performance shall be considered when the following correcting procedures were unsuccessful:
 - Attempts to evaluate, instruct, train, guide or counsel the employee were unsuccessful
 - The employee had a reasonable period of time for improvement, but continues to perform unsatisfactory

- c) If dismissal becomes a possibility, the employee will first be invited to make representations which will be considered. During these representations, the employee may be assisted by a fellow-employee.
- d) If the employer concludes after following the relevant procedures that the employee is not competent to fulfil the job description and that no other solution can be found, the employee who is dismissed may refer the matter to a council having jurisdiction, or to the Commission.

TERMINATION OF VOLUNTEER AGREEMENTS

Termination of volunteers who have signed an agreement with **Connect Network** shall be subject to the terms of the signed agreement.

For volunteers, not subject to any signed agreement notice can be given by either party, the notice period being, as far as possible fair, suitable to both parties. In the case of any alleged or proved misconduct on behalf of the volunteer, the relationship can be terminated by **Connect Network** with immediate effect.

1. RETIREMENT

At least the following action shall be taken:

- a) **Connect Network** will conduct a formal interview with the employee three months prior to approaching the retirement age of 60 years to ensure a positive retirement process for both the employee and the organisation. At this point the retirement age for the specific employee may be reviewed at discretion of the board should it be in the best interest of the organisation.

2. DEATH

On death, **Connect Network** shall:

- a) Inform the family of any benefits that they are entitled, possibly being:
 - Pro Rata Annual Leave pay out
 - Submitting a UIF claim
- b) Assist the family where possible to access these benefits.

3. EXIT INTERVIEWS

Connect Network will conduct an Exit Interview with employees/volunteers on resignation, retirement or termination. They will be required to complete an Exit Interview Form (Appendix 8).

EMPLOYEE REMUNERATION AND BENEFITS

Connect Network's reward philosophy outlines the framework within which remuneration is considered in the organisation. Remuneration is based on the **Connect Network** Remuneration Model, using the following aspects as inputs to the determination of pay:

- A. The category of worker (based on grade of the role)
- B. For each category of worker the range of pay will be influenced by the nature of the NGO based on the following key criteria:
 - 1. Size of the organisation based on:
 - Number of people
 - Funding
 - Complexity
 - Impact
 - 2. Qualifications required to fulfil the role
 - 3. Experience, if supported by the outputs required for the role
 - 4. The social standing of the NGO in the community
 - 5. A start-up or an established organisation
 - 6. A doing versus an equipping NGO

All of this is governed by affordability and budgetary constraints, with the ultimate objective of sustainability.

Connect Network will decide after current context has been taken into account, at what percentile of the market rate as outlined in the **Connect Network** Remuneration Model, employees will be remunerated.

- 1. Cost of living and performance increases are dependent on the performance of the employee (against the KRAs) and **Connect Network**. These increases are not guaranteed but are also dependent on economic conditions.
- 2. Legislated deductions are made from salary amounts: 1% of gross salary towards the Unemployment Insurance Fund (UIF), SITE and PAYE tax (where applicable)
- 3. **Connect Network** makes a contribution of 1% per employee towards the Unemployment Insurance Fund (UIF).
- 4. Every effort will be made for salaries to be paid into the employee's bank account on the 25th of each month, but not later than the 7th of the following month.

LEAVE AND HOLIDAYS

1. PUBLIC HOLIDAYS

Employees shall be entitled to all gazetted public holidays with full pay in accordance with the Basic Conditions of the Employment ACT (BCEA), except in cases of mutual agreement that the employee shall work on such a day. Such employees, who have performed work on a public holiday, shall be entitled to overtime as per paragraph entitled **Overtime**.

Because of the nature of the work of **Connect Network**, employees may be required to work on weekends or public holidays that are associated with the work of Connect for example: Women's Day (9 August), Youth Day (16 June), World Weekend of Prayer (June), Green Ribbon Service (May), and conferences or events where Connect is represented.

2. ANNUAL LEAVE

- a) Full time employees shall be awarded 18 paid working days paid leave per annum, and must include the December office shut down, which usually totals between 9 and 11 working days. After three years of continuous employment the employee shall be awarded three additional working days paid leave per annum.
- b) Annual leave shall be calculated monthly from the date of commencement of employment. The probationary period shall be counted as employment.
- c) Employees shall be able to carry over a maximum of five working days paid leave per cycle.
- d) Annual leave is not automatically approved, as the taking of annual leave must be arranged in a manner that is mutually beneficial to the employee and **Connect Network**.
- e) Annual leave cannot be taken concurrent with notice period of resignation.
- f) All employees shall apply for leave by submitting a Leave Application Form (see Appendix 2) to their line manager at least two weeks prior to the intended leave period, for approval.
- g) The approved Leave Application Forms will be filed in the employee's personnel file where records of all leave are kept.
- h) Employees are required to keep copies of approved Leave Application Forms for their own records.

3. UNPAID LEAVE

- a) Employees may apply for unpaid leave.

- b) The validity of the request, the needs of the organisation, the length of service and quality of performance of the applicant shall be considered before any decision is taken. The taking of unpaid leave must be arranged in a manner that is mutually beneficial to the employee and **Connect Network**.
- c) A maximum of ten working days unpaid leave can be taken in any two year cycle.
- d) All employees shall apply for unpaid leave by submitting a Leave Application Form to their line manager at least two weeks prior to the intended leave period, for approval.
- e) The approved Leave Application Forms will be filed in the employee's personnel file where records of all leave are kept.
- f) Employees are required to keep copies of approved Leave Application Forms for their own records.

4. STUDY LEAVE

- a) Study leave will only be considered for employees studying a subject pertinent to the sphere of work at **Connect Network**.
- b) The following study leave days may be submitted for approval:
 - All employees employed for less than three years: two days leave, one for the exam and one for the day before the exam.
 - Full time employees employed for three years or more: five days leave, including one for the exam and one for the day before the exam.
 - Part time employees employed for three years or more: two days leave, one for the exam and one for the day before the exam, and three days on a pro-rata basis.
 - Full time employees in senior management positions employed for 10 years or more: special permission to obtain study leave to further studies pertinent to the growth of the organisation or Network may be considered by the Board. Factors to be considered by the board should include the impact of the employee's study leave on the organisation, the potential benefits for growth as well as any financial implications.
- c) The taking of study leave must be arranged in a manner that is mutually beneficial to the employee and **Connect Network**. Employees who require further study leave can apply for annual or unpaid leave. In exceptional cases, the Board may consider providing employees with additional study leave.
- d) All employees shall apply for study leave by submitting a Leave Application Form accompanied by an exam and/or lecture timetable to their line manager as soon as their course of study is confirmed, for approval.

- e) The approved Leave Application Forms will be filed in the employee's personnel file where records of all leave are kept.
- f) Employees are encouraged to keep copies of approved Leave Application Forms for their own records.

5. SICK LEAVE

- a) Full time permanent employees shall be awarded 30 days paid sick leave in a cycle of 36 months of continuous employment in accordance with the provisions of the Basic Conditions of Employment Act. During the first 6 months of employment, employees are entitled to one day's sick leave for every 26 days worked. A cycle starts from the date of employment and includes the probation period.
- b) Full time temporary employees shall be awarded 10 days paid sick leave in a year, or pro-rata thereof if contracted to work for a period more or less than a year.
- c) Part time permanent and temporary employees shall be awarded paid sick leave on a pro-rata basis based on the amount of leave awarded in point 2 or point 3 above.
- d) For any absence from work for all employees for a period of more than two consecutive days, before/after a weekend or Public Holiday, or for any frequent absence, **Connect Network** requires employees to submit a certificate signed by a registered medical practitioner stating the nature and duration of your ailment before sick pay will be awarded.
- e) If an employee is sick for more than the stipulated sick leave benefit, he/she can apply to the Executive Director for unpaid leave, provided that a doctor's medical report is supplied.
- f) Employees shall be obliged to advise a line manager of their absence from work on the first day of absence, and prior to the time as stipulated in their contract on that day. If they have not been given a medical certificate for a certain period, employees shall advise their line manager on every subsequent day of absence, and prior to the time as stipulated in their contract.
- g) On the first day of return to work, employees shall submit a Leave Application Form to their line manager for the days taken as sick leave, with the necessary original medical certificate where applicable.
- h) The approved Leave Application Forms will be filed in the employee's personnel file where records of all leave are kept.
- i) Employees are required to keep copies of approved Leave Application Forms for their own records.

6. FAMILY RESPONSIBILITY LEAVE

- a) Family responsibility leave can only be awarded after completion of the first four months of employment and provided that employees work at least four days per week.
- b) Such employees shall be awarded three days paid family responsibility leave per annum.
- c) Family responsibility leave is applicable when a child is born or sick, or in the event of the death of an employee's spouse or life partner or the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling.
- d) **Connect Network** may require reasonable proof for such leave before payment of the leave is granted.
- e) This leave cannot be accrued.
- f) All employees shall apply for family responsibility leave by submitting a Leave Application Form accompanied by any required documentation (being reasonable proof) stated by their line manager, to their line manager when it is reasonably possible before the taking of such leave.
- g) The approved Leave Application Forms will be filed in the employee's personnel file where records of all leave are kept.
- h) Employees are encouraged to keep copies of approved Leave Application Forms for their own records.

7. MATERNITY/PATERNITY LEAVE

- a) An employee who is pregnant shall be awarded four consecutive months of maternity leave, regardless of whether they are full time or part time employees.
- b) Maternity leave may commence at any time from four weeks before the expected date of birth, or on a date a doctor or midwife says is necessary for the employee's health or that of the unborn child, or otherwise agreed upon. No employee may return to work within six weeks of the birth of the child, unless declared fit to do so by a doctor or midwife.
- c) **Connect Network** does not currently provide for *paid* maternity leave, but in specific cases considered by the board and where it is possible to do so within the organisational context taking all related factors as well as budget into account, paid maternity leave may be considered. Employees who do not receive paid maternity leave are encouraged to apply for maternity benefits from the Unemployment Insurance Fund (UIF) within six months of maternity leave or after the birth of the child.
- d) Employees on maternity leave cannot extend their maternity leave with annual leave unless a written request is authorised by their line manager.

In the event of a stillborn child, female employees can take four weeks maternity leave and male employees can take leave for a maximum of ten days.

8. ABSENCE WITHOUT LEAVE (AWOL)

- a) Any un-notified absence from work will be considered a serious matter. The line manager will do everything in his or her power to locate the employee in order to establish his/her safety first and then the reason for the absence.
- b) Where an employee returns to work after a day's unapproved or un-notified absence and the issue is resolved with the line manager, the day will be considered as unpaid leave.
- c) Should an employee not report for duty on the morning of the second day, out of necessity the line manager must attempt to make contact with the employee to find out his/her well-being. If repeated attempts to contact employee unsuccessful during the course of day two, the line manager will ensure that a hand delivered letter demanding the employee's reporting for work on the morning of day three. Should this action not be successful **Connect Network** reserves the right to terminate the service of the employee through a disciplinary enquiry.

EMPLOYEE TRAVEL

A. LOCAL

1. Utilisation of Private Vehicle for Business Purposes

- a) Depending on the employee's position, they will need to utilise their own vehicles in the course of official **Connect Network** business. The safety of our employees is of utmost importance. Employees should take all necessary precautions when travelling on **Connect Network** business. This includes avoiding known hijack or smashes and grab spots, and avoiding any communities where there may be known unrest, strikes or violence.
- b) All approved business related travel by private vehicle can be reimbursed at a set rate per kilometre by the organisation. This rate covers the fuel, insurance and other related costs in maintaining the vehicle. The **Connect Network** Board or management shall review the set rate per kilometre annually, taking into consideration the cost of fuel, the SARS rate and projected income. The current rate will be recorded in the organisational budget.
- c) It is therefore recommended that all vehicles being utilised be insured with a minimum of the balance of third party, fire and theft.
- d) All financial arrangements will be the employee's personal responsibility and not that of the organisation. Should any damage to the vehicle take place while being used for official **Connect Network** business, that is not covered by the recommended insurance above and therefore results in an extra cost to the employee, the employee can discuss the matter with the Executive Director to explore whether **Connect Network** can contribute towards the cost.
- e) No travel between the employee's home and the office will be reimbursed, as this is not considered business related travel. Should the employee leave on business related travel from the employee's home, the shortest route between the home and the destination or the office and the destination will be reimbursed.
- f) Should the employee's private kilometres travelled not normally exceed 16,000 kilometres per annum, he/she is advised to keep:
 - a logbook of all business kilometres travelled throughout the year (logbooks can be purchased at any stationery shop for a minimal cost)
 - records and receipts of actual costs incurred, such as services, repairs, tyres, fuel, insurance, licence and finance charges as an aid in the calculation for their income tax return

- g) Employees shall record all business related travel in a private vehicle in their monthly timesheet under “Travel Records” and submit it by email to their line manager and copy the finance manager, before the 25th of each month. Travel expenses incurred from the 25th until the end of each month, may be carried over to the next month. The timesheet includes record of the date, amount of kilometres, rate per km, and details of travel. The details of travel shall include the start and end odometer reading, the start and end destination and reason for travel.

2. Utilisation of Public Vehicle for Business Purposes

- a) Should an employee need to utilise public transport in the course of official **Connect Network** business, all approved business related travel by public transport can be reimbursed by the organisation.
- b) Employees shall record all business related travel in public transport in their monthly timesheet under “Other Expenses Incurred” and submit it by email to their line manager and copy the finance manager, before the 25th of each month. Travel expenses incurred from the 25th until the end of each month, may be carried over to the next month. The timesheet includes record of the date, cost of the travel to be reimbursed and details of the journey and invoice. The actual invoices shall be attached to the monthly invoice which accompanies the timesheet.
- c) Detailed procedures of reimbursement of expenses made on behalf of **Connect Network** are outlined in the **Connect Network** Financial Management Policy.

B. INTERNATIONAL OR NATIONAL

1. Approval and Booking

- a) Before any booking is made, all work-related national or international travel must be presented by the Executive Director for approval by the Board, in consultation with the Finance Manager. The goals of the trip should be clear and agreed upon before the booking is made.
- b) Approved air travel shall be provided at economy class. It must be booked and purchased at a reasonable cost whilst not enduring a particularly uncomfortable journey (i.e. numerous changes).
- c) Consideration also needs to be given to the time it can take to find flights and so one should not spend excessive time trying to find the cheapest possible flight.
- d) All approved road/rail travel shall be provided at economy class or first class, depending on the time needed for travel.
- e) Any travel should be done in as safe a way as possible. An individual should discuss this with their line manager.

- f) Any air travel requiring more than one person from **Connect Network** on the same flight requires approval by the Board.

2. Additional Expenses

- a) Employees must confirm which out of pocket expenses will be paid by **Connect Network** before embarking on a work-related travel. All employees should account for their agreed upon travelling expenses within one week after their return.
- b) If possible accommodation should be found in someone's home. If a hotel or B&B needs to be booked, the aim should be to find reasonable accommodation at a reasonable cost.
- c) A copy of the itinerary, including contact address and phone number, should be emailed to the Executive Director and the Finance Manager prior to travel.

3. Health

- a) When travelling internationally, employees should arrange advice on up to date immunizations/medication needed for the relevant country and specific medical care to be taken while there.
- b) **Connect Network** will cover the basic costs of necessary immunisations and malaria prophylaxis, where applicable. Should employees choose more expensive immunisations and malaria prophylaxis; the employee will be responsible for paying the difference of the basic costs covered by the organisation.
- c) If an employee finds that they have health issues following a trip, which are possibly linked to their business trip, **Connect Network** will cover the costs of a consultation at a recognised Medical Practitioner, as well as any medication or medical related costs necessary as long as the Medical Practitioner confirms this is treating an illness/health related issue linked to the business trip, and not related to any pre-existing medical condition.

4. Insurance

- a) **Connect Network** will cover the cost of travel insurance for approved international travel. It is the responsibility of the employee to arrange travel insurance before travelling.
- b) Should employees extend their trip for personal reasons they should ensure that they have travel insurance to cover this period, for their own account.

5. Travel Documents

- a) Employees are responsible for the validity and renewal of their passports and the associated costs.
Connect Network will cover the cost of the necessary visa/s for work-related travel.
- b) Employees should plan ahead regarding securing the relevant travel visas so that sending a passport to or visiting the Embassy/Consulate does not affect their travel plans.
- c) Should the Embassy or Consulate be situated in a city other than Cape Town, **Connect Network** will cover the courier costs to secure the visa.
- d) Employees are to take note that South African citizens cannot travel on a South African passport if the expiry date is within six months of the travel date.

6. Cultural Sensitivity

- a) When travelling, employees are ambassadors of **Connect Network** and should be particularly aware of the impact their presence and behaviour has on colleagues.
- b) Employees should be aware of the cultural sensitivities of the host country and should respect them. For example, in some countries this may mean that women may need to pay attention to their clothing and wear loose/long clothes. It may also mean refraining from drinking alcohol and limiting physical contact between men and women. Advice should be sought, where possible, from colleagues in advance of travel.

7. Security

- a) Employees are responsible for their own security and should not take undue risks, on the understanding that they will not be asked to go to countries that are dangerous, according to the Department of International Relations and Cooperation (<http://www.dfa.gov.za/>), or alternatively the British Foreign and Commonwealth Office (<http://www.fco.gov.uk/en/travel-and-living-abroad/travel-advice-by-country/>).
- b) Employees should be mindful of their possessions and belongings. They should check with colleagues about particular security issues for example, where it is safe to walk alone, what precautions should be taken at night, and what risks local travel involves.

8. Reporting Back

- a) All employees should complete a Travel and Event report (see Appendix 9), which should be given to their line manager.
- b) Employees should also be encourage to provide feedback colleagues on the trip or benefit which may benefit the organisation.

NETWORKING REIMBURSEMENTS

Some employees as part of their duties and when authorised by the Executive Director, may claim back certain reimbursements when they take guests of Connect Network to lunch or for coffee. The following procedures must be kept in mind:

1. The choice of restaurant/coffee shop shall reflect the ethos of Connect Network and expensive restaurants/coffee shops should be avoided.
2. The employee may be reimbursed for the guest's lunch and/or beverage, but will typically pay for their own food or cake.
3. The employee may be reimbursed for one coffee/tea.
4. No alcohol is to be ordered as it is against the code of conduct for employees to consume alcohol during working hours and the ordering of alcoholic beverages may create the appearance of impropriety.
5. The claim form needs to be submitted together with the payslip. The employee should clearly indicate the reason for the expense.
6. Reimbursements should fall within the employee's networking budget and this budget needs to be clarified with the Executive Director ahead of time.

The Financial Manager/Officer will check the claim and give the Director instructions to pay the claim via EFT.

As part of people care, there may be instances where flowers or a gift is delivered to a Network stakeholder or affiliate. The following procedures apply:

1. Authorisation for the purchase of the flowers or gift should first be obtained from the Executive Director along with the amount that may be spent.
2. The claim form for reimbursement needs to be submitted together with the payslip/invoice. The employee should clearly indicate the reason for the expense.
3. The Financial Manager/Officer will check the claim and give the Director instructions to pay the claim via EFT.

ORIENTATION OF NEW EMPLOYEES

When a new employee (or contracted volunteer) joins **Connect Network**, it is important that they are given good support in gaining understanding of their role and the organisation. Briefing refers to preparing new employees for their specific role and induction refers to introducing new employees to **Connect Network**. Both briefing and induction are commonly referred to as orientation in **Connect Network**.

The new employee's line manager shall be responsible for ensuring that he/she receives the following as part of orientation:

1. Role Briefing (Organogram/KRAs/Development Plans/Child Protection Policy/Team Life and Organisational Culture) with a Connect Manager
2. HR (Personnel Policy Training/Staff Handbook/Contracts/Personnel File Set Up) with a Connect Manager
3. Communications (email/Internet/Templates/Access to databases) with a Connect Manager
4. Health and safety (Health and Safety policy/Evacuation plan/Use of fire extinguishers/Emergency procedures/First Aid Kit/Health and Safety rules) with the Connect Office Manager
5. Administration (Office Procedures) with a Connect Manager
6. Finance (Finance Policy/Budgets/Payroll) with a Connect Manager
7. Vision, Strategy and Partnerships with the Director
8. Organisational Programmes and Activities with Managers/Coordinators
9. Accompany a colleague on a affiliate site visit if related to job description
10. Recommended Reading:
 - *Reaching Children in Need What's Being Done-What Can you Do* by Patrick McDonald with Emma Garrow
 - *The Tipping Point* by Malcolm Gladwell
 - *The Power of Small Why Little Things Make All the Difference* by Linda Kaplan Thaler and Robin Koval
 - *African Friends and Money Matters* by David E. Maranz
 - *Children at Risk Networks in Action* by Patrick McDonald

STAFF PLANNING, MONITORING AND EVALUATION

Connect Network's Appraisal System ensures that the organisation aligns its resources, systems and employees to strategic objectives and priorities. It includes activities which ensure that goals are consistently being met in an effective and efficient manner.

1. APPRAISAL OF STAFF

- a) Employees, together with their line managers, have the opportunity to meet formally twice a year to review their Key Result Areas (KRAs) from the previous six months and to set new ones for the following six months.
- b) KRAs account for 80% of the employee's work and usually number three or four clear objectives with a number of critical action steps that will be followed in order to meet that objective. KRAs are set in order to ensure that employees know what is expected of them and in order to ensure that all staff are working towards achieving the organisation's goals and objectives. KRAs are discussed, mutually agreed between staff and their line manager and then signed. A copy of every signed KRA summary is kept in the employee's personnel file.
- c) The employee's performance is then evaluated by both the line manager and the employee against the KRAs, and scored according to the Stanine Scale in the Employee Performance Assessment Sheet (Appendix 3). All employees shall receive an explanation on the scoring method during orientation and will also be able to provide feedback to **Connect Network** through the Staff Feedback Form (Appendix 4). The basis for employee performance evaluation is to assist the employee to grow and develop and to perform competently according to the requirements of their job description. Sometimes people are unaware that their behaviour is a concern to others, or that they are not achieving what is expected of them in terms of quality or quantity, and it is within the safe space of supervision that both praise, encouragement and support is provided.
- d) The formal appraisal meetings also provide an opportunity to identify development areas for employees, which is further discussed below under the heading Staff Development.
- e) The line manager shall put the feedback and scoring from the KRAs evaluation in writing through the Staff Appraisal Summary (Appendix 5) and the Staff Performance Discussion Form (Appendix 6), and a signed copy shall be given to the employee and kept in the employee's personnel file.
- f) KRA meetings are normally held in June and December, supplemented by intermittent supervision sessions.

2. APPRAISAL OF EXECUTIVE DIRECTOR

- a) The Executive Director shall be appraised by the Board at least once per year at a scheduled time as indicated by the Board Plan and Board Meeting Agendas. The goal of this appraisal must be to encourage the Director and to identify action plans regarding key focus areas of implementation.
- b) In order to ensure an effective appraisal of the Executive Director, the Board shall follow the following procedures within an encouraging, supportive environment:
 - Ensure that the Director has an updated job description with KRAs in line with the organisational requirements.
 - Ensure that the Director had sufficient time to implement the KRAs as per the job description.
 - Appraise the Executive Director as a board by using the Director's Performance Sheet. The director shall be recused from the discussion by the board. If need be the respective board members, may also provide input to the Director's Performance Sheet via email to the Chairperson of the Board, who will compile the input.
 - Allow the Executive Director to provide input to the Appraisal.
 - Provide feedback to Director on current strengths as well as recommendations on key focus areas for the next season verbally and in writing.
 - Ensure that the Director has sufficient support and resources to implement recommendations regarding key focus areas.
 - Follow up on the recommendations regarding key focus areas at a quarterly basis.

STAFF DEVELOPMENT

Connect Network considers the development of its workers as an important aspect of improving the organisation's work.

Staff development does not equal training courses. We often put too much emphasis on external training but most of what we learn as adults is learnt by doing or experimenting, reading or watching someone else at work. Formal training only plays a small part in learning, and we may learn very little from training unless it happens at the right time, at the right level and meets our specific needs. It is also necessary to apply learning after the training or it will be lost.

Staff development at **Connect Network** ensures that the organisation can deliver on its strategy through the continuous analysis of existing skills, talents and abilities as well as areas for development. It may involve education, opportunities to gain experience, and learning from others.

1. STAFF DEVELOPMENT PLANNING

Connect Network is committed to the development of people and the following guidelines and procedures have been put in place as the organisation endeavours to make fair and consistent decisions about staff development for each employee and contracted volunteer (for this sections referred to as employees).

- a) Each employee shall be provided with information by their line manager so that they understand how their role contributes to the achievement of the organisation's strategy (Strategic Plan).
- b) Each staff member in return, shall be expected to submit a Staff Monthly Report (Appendix 10) together with their reimbursement claims and time-sheets before the 25th of each month to ensure prompt processing of reimbursements. If no claims are submitted the monthly report and time-sheets may be submitted not later than the last day of each month. The submission of monthly reports is an opportunity for each staff member to share their contributions towards the achievement of the organisations' overall strategy in line with their KRAs and will be discussed within appraisal and development opportunities.
- c) Staff development planning forms part of the personnel management process, which includes induction and orientation, formal appraisals and supervision meetings with a line manager.

- d) The primary opportunities for staff development planning shall take place during the two formal appraisal meetings (KRA meetings) with a line manager during the year, usually in June and December.
- e) During the KRA meetings, in conjunction with the evaluation and setting of Key Result Areas, line managers will facilitate the following:
 - Identify development needs and prioritise (based on KRAs)
 - Identify development options
- f) The following will be taken into account when considering developmental options:
 - Requirements of the employees' position and the development needs and priorities;
 - Consideration of how the employee likes to learn (e.g. by doing or by reading, on their own or talking to someone else);
 - Planning a variety of way to help the employee learn;
 - Resources that are available (time, funding, expertise and location);
 - Various ways of learning such as:
 - learning from others (mentoring, shadowing, coaching, internal learning groups, joining a network, membership of a professional society, exchange visit, supervision, learning from a colleague)
 - learning from experience (delegation of a social project, secondment to another role)
 - learning from reading, research and studying (books and journals, internet, formal qualifications)
 - learning from training (internal trainers, hiring a trainer from outside the organisation for a specific need or for many staff with the same need, external courses, conferences) and
 - opportunities for the employee to share their learning and to apply it in their work
- g) While the line manager supports the employee in this process, the employee shall take responsibility for engaging in this process and actively seek development opportunities to improve the level of their performance and job satisfaction.
- h) Plans including information under the following headings will be submitted by the line manager to the Director for collation:
 - Development objectives
 - Planned learning activities
 - Cost of activities (indicate of sponsored/funded)
 - Cost of travel
 - Time required (out of office)
 - Date or period of activities

- i) All plans require approval from the Executive Director, who will consider the plans for all employees as well as the organisational budget.
- j) Plans or part thereof can only be carried out once approval from the Executive Director is given in writing in an email to the relevant line manager, who will communicate to the employee.
- k) Employees should own their development plans and it is their responsibility for implementing them with the support of their line manager.
- l) Employees with their line managers, should review their learning activities during the bi-annual appraisal meetings and the review should be recorded.
- m) Employees should apply their learning as soon as possible so that they do not risk forgetting it.
- n) Employees are encouraged to share their learning and in some cases this is a requirement of learning opportunities provided.
- o) Sharing learning may include monthly feedback after coordination meetings or a written report for the coordination team or Board.

2. NATIONAL OR INTERNATIONAL LEARNING OPPORTUNITIES

The following considerations shall be taken into account when opportunities for attendance at conferences or training which require travel out of the Western Cape, whether national or international travel. All such opportunities shall require approval by the Executive Director and the designated Board member.

a) Period of employment

Employees who have been employed for less than a year will not be considered for international development opportunities, unless under exceptional circumstances. The employee shall sign a commitment (barring unforeseen circumstances) of service to the organisation for a designated period of time as proposed by the Board.

b) Relevance of conference or training

The training or conference shall be assessed for its relevance within the development plan of the employee and the needs of the organisation.

c) Cost of conference or training

The total cost to company of the conference or training attendance will be calculated, including travel, insurance, medication/prophylaxis, daily stipends and time out of the office and considered in light of the organisation's available funds.

3. APPLICATION PROCESS

- a) An employee or a line manager (on behalf of an employee) can submit a written motivation for attendance at such conferences or training to the Executive Director.
- b) If an employee initiates the application and writes the motivation, it shall include a recommendation or comment from his/her line manager.
- c) The written motivation shall include information covering the three above-mentioned headings as well as a plan for applying the learning and if relevant, a plan for sharing the learning within the organisation (e.g. presentation or report).
- d) The Executive Director will submit the application to the Board (at the next Board meeting, or if too late, to the designated Board member, for approval).
- e) Feedback will be given to the line manager who will then inform the employee.
- f) If the attendance is approved, the employee will follow the procedures under "Employee Travel".

DISCIPLINE

Employees and volunteers are expected to conduct themselves in accordance with the Code of Conduct of Connect Network (see above) and any deviations will be dealt with following the disciplinary and/or grievance procedure.

A Disciplinary Code (Appendix 1) outlines a list of categories of conduct with a list of offenses. Disciplinary action will be instigated by the line manager in the case of any offense, the procedures depending on the nature of the offense. The line manager shall, wherever possible, provide counseling to an offending employee (with or without disciplinary action) with the purpose of correcting the employee. Counseling in this context does not refer to professional counseling but rather to the act of mentoring, training, guiding and leading the employee as a means for employees to understand what standards are required of them.

1. TYPES OF DISCIPLINARY ACTION

Disciplinary action could be once off or in stages, depending on the nature of the offense.

Verbal Warning

The line manager reprimands an employee for first minor offences (see table). A recording of the verbal warning will be made.

Written Warning

A written warning is given to an employee as a result of a second offence where a verbal warning has been given, or a first offense for more severe offences (see table). The original copy of the warning will be handed to the employee and a copy of the warning shall be kept in the personnel file of the employee, being valid for a period of six months.

The essential elements for written warnings are:

- Details of unacceptable performance/behaviour (when it happened).
- The rule or condition, which has been breached.
- A reference of the session, which took place between the employee and the line manager and his/her response.
- A reference to any previous warning if there were any (verbal or written)

- The standard of performance or behaviour, which is required in future (corrective measures).
- The consequences if there is no change or improvement in the performances/ behaviour of the employee.

2. DISCIPLINARY HEARING

A disciplinary hearing shall be convened to deal with cases where written warnings have not succeeded in positive changes in the employee's output or behaviour or in severe cases of indiscipline in order to protect the interests of the **Connect Network** (see table).

The disciplinary hearing will follow fair procedures, especially if dismissal may a potential outcome of the hearing, by the employer ensuring the following:

1. It will only follow only after the employer has conducted an investigation (even if informal) to determine whether there are sufficient grounds for a hearing and/or dismissal.
2. The employer has ensured that the reason for the dismissal does not constitute an infringement of the fundamental rights of employees and the reason is not listed in section 187 of the Labour Relations Act (LRA). These reasons include participation in a lawful strike, intended or actual pregnancy and acts of discrimination.
3. It must be determined whether or not the employee contravened a rule or standard regulating conduct relevant to the workplace.
4. The rule and standard referred to must be valid and consistently applied over time.
5. The employee was aware or could reasonably be expected to have been aware of the rule or standard.

A Disciplinary Hearing will be chaired by a chairperson appointed by the Connect board. A **Disciplinary Committee** may be appointed to manage the hearing and comprises of the chairperson and whomever else he/she deems necessary to assist.

The disciplinary enquiry will function on the following basis:

1. The person presenting the case on behalf of Connect Network (usually a line manager) will send the employee a written notification of the Hearing, including the date, time and venue, as well as their transgression and the name of the chairperson using a form and language that the employee can reasonable understand. Notification is to be given three days before the Hearing.
2. The employee is to be provided access to all documentation applicable to the case.

3. The employee can bring a colleague/another employee to the Hearing to support in the process or in the case of officially belonging to a trade union a trade union representative. However, if the employee wants to bring a trade union representative along, they must have informed the employer in written form prior to the disciplinary notice of the details of the trade union to which he/she belongs to.
4. During the Hearing the Disciplinary Committee/Chairperson shall investigate the case carefully and record in writing all statements from the line manager, the employee, and any witnesses. The employee will have the opportunity to state his/her case and to cross-examine all witnesses, as well as to provide evidence. An employee can be put on suspension with pay for not more than 14 days. A complete and accurate record must be kept of a Disciplinary Hearing.
5. After the Hearing, the employee shall be informed that he/she will receive the decision of the Disciplinary Committee/Chairperson in writing not later than 3 days after the Hearing.
6. If the Disciplinary Committee/Chairperson finds the employee guilty, they shall decide on disciplinary action to be taken. In so doing the Committee/Chairperson shall particularly consider:
 - The nature of the job position
 - The nature and circumstances of the offence
 - The offender's record of service
 - Any moderating circumstances
7. The following penalties may be applied:
 - Suspension for a certain period without pay
 - Demotion
 - Verbal warning
 - Written warning
 - Suspension
 - Instant dismissal
8. When dismissal is decided upon as the outcome of the disciplinary hearing, the Chairperson of the disciplinary committee will ensure that the following conditions are met:
 - The dismissal meets the requirements of section 188 of the Labour Relations Act
 - The reason for the dismissal is provided in writing
 - The employee is provided with the opportunity to appeal the decision
9. All recorded disciplinary proceedings shall be retained in the personnel file of the employee, specifying the nature of offense, the actions taken by the employer and the reasons for the action.

10. All decisions made by the Disciplinary Committee/Chairperson will be received as recommendations by the Connect Board, who will make the final decision.
11. An employee may appeal the outcome of a Disciplinary Hearing to the Connect Board, which will appoint a new Chairperson for an Appeal Disciplinary Hearing.

3. APPEALS

An employee who has been the subject of disciplinary action shall have the right to appeal.

The appeal, consisting of a written statement wherein the reasons for appeal are contained as well as all supporting documentation to the appeal, shall be submitted to the appealed Chairperson (appointment by the board) within two weeks after the disciplinary hearing.

The Chairperson can request more information and documentation (minutes of the disciplinary hearing, etc.) from the Executive Director and then call a final Disciplinary Hearing.

The Appeal Hearing follows the same procedures as the first Hearing. All the documentation on the appeal should be filed in the personnel file of the employee. The employee will only have one right of appeal for each Disciplinary Hearing.

4. GRIEVANCES

Connect Network provides procedures for an employee or volunteer to express grievances. All employees/volunteers should know the levels of management within Connect, including the relevant reporting line for their position, from their immediate line manager to the board.

1. All employees/volunteers will take any grievance to their line manager. The Executive Director will take any grievance to the designated board member. Should their grievance involve their line manager, they should take their grievance to the next line manager, being the Executive Director (for most staff) or a designated board member (for management staff).
2. Should the line manager be unable to resolve the grievance, the line manager will refer the employee to the next level of management, up to the designated board member if applicable.
3. If the employee concerned is still not satisfied they can request, in writing, for the board to look into the matter. The written complaint should contain the following information:
 - The full name of the employee
 - A statement of the facts concerning the grievance/s

- Reference to the rule, policy, procedure or agreement that has been violated
- A proposal how the matter can be resolved.

The Board can call a hearing where the grieved employee or volunteer and representative of management can be presented with all the relevant documentation made available to the board in advance to try to resolve the grievance.

DRESS CODE

It is the policy of **Connect Network** that each employee's dress, grooming, and personal hygiene should be appropriate to the work situation and in keeping with the organisational value.

1. BUSINESS CASUAL

As affiliates, donors and stakeholders visit our offices, and we visit them on the field, **Connect Network** has adapted a **business casual dress code** in order to enable employees to work comfortably. On occasions when employees will be training, meeting with donors or external stakeholders, they are required to adopt a business smart dress code in order to project a professional image. On occasions where employees are working in an informal relaxed environment, for instance on a camp or retreat, a casual dress code will be adapted.

While employees should wear clothing that is comfortable and practical for work, their dress should not be distracting or offensive to others. Clothing that works well for the beach, garden work, dance clubs, exercise sessions or sports may not be appropriate for a professional or casual appearance at work. Clothing that reveals too much cleavage, your back, your chest, your stomach or your underwear is not appropriate for a place of business. Even in a business casual work environment, torn, dirty, or frayed clothing is not acceptable. Any clothing that has words, terms, or pictures that may be offensive to other employees is unacceptable.

The guideline below will assist you in selecting appropriate attire either for the business casual office environment or for situations where dress that is more formal is required:

Dress Code Guideline

Connect office and affiliate interaction	Business Casual
Training (as trainers)	Business Smart (No jeans)
Training (as participants) and stakeholder interaction	Business Casual is the minimum standard of dress that may be observed. However in some instances, Business Smart Dress might be preferable.
Casual work setting e.g. camps or retreats	Comfortable Casual

Jewellery, Makeup, Perfume and Cologne

Some employees are allergic to the chemicals in perfumes and makeup, so exercise restraint in wearing these substances.

2. PROCEDURE FOR IMPLEMENTATION

No dress code can cover all contingencies so employees must exercise judgment in their choice of clothing to wear to work. Any employee who experiences uncertainty about what dress is suitable for a specific event or situation should request guidance from their line manager.

If clothing fails to meet these standards, the employee will be asked not to wear the inappropriate item to work again. If the problem persists, the employee will receive a verbal warning for the first offense and may be sent home to change clothes. Progressive disciplinary action will be applied if dress code violations continue.

See http://humanresources.about.com/od/workrelationships/a/dress_code.htm for more information.

COMPLIANCE WITH THE DEPARTMENT OF LABOUR

It is the policy of **Connect Network** to comply with South African Labour Legislation and the Department of Labour requirements for employers in so far it is possible within our context.

1. PREVENTION OF CHILD LABOUR

- a) It is a criminal offense to employ a child under 15 years of age, except if a permit is obtained from the Department of Labour to employ children in the performing arts (Based on legislation in Section 43 in the Basic Conditions of the Employment Act).
- b) A child aged 15 to 18 years may also not be employed to do work that is inappropriate for their age or that may put them at risk (Based on legislation in Section 43 in the Basic Conditions of the Employment Act).
- c) As harmful child labour is a serious concern within the South African context, Connect Network will not only comply with this legislation, but also promote child protection by making affiliates and community stakeholders aware of legislation and the plight of children who are trapped in harmful child labour practices.

2. REGISTRATION WITH THE UNEMPLOYMENT INSURANCE FUND (UIF)

- a) The Unemployment Insurance Fund (UIF) was established to provide short-term relief to workers, subject to certain conditions, when they become unemployed, or unable to work because of illness, maternity or adoption leave, and also to provide relief to the dependents of deceased contributors.
- b) As **Connect Network** employs employees with taxable income, **Connect Network** will register both with the Department of Labour and SARS for UIF.
- c) The designated employee/service provider delegated to maintain HR functions, must declare any changes in the details of employees i.e. new appointments, changes in remuneration, terminations, illness/maternity/adoption leave or in the event of the death of a worker with the Department of Labour before the 7th of each month through submission of the UI-19 form to ensure prompt processing of any UIF claims.
- d) Payments and declarations may also be done through Ufiling by visiting the www.ufiling.gov.za website and by following the necessary instructions.

3. REGISTRATION WITH THE COMPENSATION COMMISSIONER

- a) The purpose of the Compensation for Occupational Injuries and Diseases Act No. 130 of 1993 (the Act) is to provide for the compensation of certain occupational injuries and diseases.
- b) **Connect Network** will register with the Compensation Commissioner in the prescribed manner (Annexure 7 to the Act) and provide the Commissioner with the required particulars of the company.
- c) Any changes in the particulars will be updated with the Commissioner within 7 days of the change.
- d) Before the last day of March every year, Connect Network will provide the Commissioner with a return in the prescribed form, certified as correct, showing the amount of earnings paid to its employees during the first day of March to the last day of February for that year and any further information as prescribed or required (Annexure 8 to the Act).
- e) All work-related injuries will be reported to the Commissioner within 7 days of the incident in the prescribed manner (Annexure 13 to the Act). In the event of a claim by an employee, medical reports and other related documentation will also be submitted to the Commissioner.
- f) All claims for compensation must be lodged within a period of 12 months after the incident has occurred.

SEXUAL HARASSMENT

Sexual harassment is defined as “unwanted conduct of a sexual nature that violates the rights of an employee and constitutes a barrier to equity in the workplace” (2005 Amended Code of Good Practice on the Handling of Sexual Harassment Cases, which was issued in terms of the Labour Relations Act No. 66 of 1995).

Sexual misconduct is defined as “conduct by employees, especially those in an authority position, containing sexual content or innuendos in any form or medium (including the use of technology) with colleagues or clients of the organisation.

The following are examples of inappropriate conduct:

1. Flirting or cyber-flirting
2. Making sexual jokes or inappropriate comments
3. Sending or receiving messages or emails with sexual content or images
4. Sexting
5. Phone sex
6. Accessing of pornographic material
7. Inappropriate physical touch
8. Sending personal messages of an unwanted nature to colleagues or clients
9. Stalking

Sexual misconduct in the workplace shall be regarded as a serious offense and shall lead to disciplinary action.

Should a person feel uncomfortable about a colleague’s behaviour, the following procedures should be followed:

1. The person who is in violation of the conduct rules, should be told so in no uncertain terms.
2. The person who feels uncomfortable with the behaviour of an employee or volunteer of **Connect Network** is also encouraged to report the conduct to that person’s line manager, who in turn will be responsible to investigate the matter.
3. Should it be concluded that a person is guilty of the misconduct, disciplinary action shall follow in line with the Disciplinary Code, taking the seriousness of the violation into account.
4. All actions and outcomes will be documented and filed in the employee’s file.

HEALTH AND SAFETY

As the health and safety is of paramount importance, all employees, volunteers and interns will be required to adhere to health and safety procedures as outlined in the **Connect Network** Health and Safety policy, covering the following topics:

1. General responsibilities
2. Risk Assessment
3. General safety
4. First Aid
5. Fire Safety
6. Health and safety rules for kitchen and bathroom areas
7. Health and safety out of office
8. Reporting of injuries and incidents
9. HIV/AIDS
10. Debriefing
11. Health and safety for children

RECORD-KEEPING

Connect Network shall keep a record for each employee for a period of at least five years from the date of the last entry in the employee's file containing the following information:

1. The employee's biographical details and occupation
2. All related application documentation such as application forms, reference checks, copies of qualifications, copy of ID, copy of driver's license, reference letters etc.
3. Police checks and the outcome of Form 29 to enquire if a person is suitable to work with children
4. Time worked
5. The remuneration paid to each employee
6. Copy of signed employee contract with updated job description
7. Employee appraisals and development plans
8. Any documentation related to disciplinary action
9. Updating of details with the Department of Labour
10. Any other prescribed information

Connect Network will provide all employees with the following information in writing on each day the employee is paid (Section 33 of the BCEA):

1. The employee's name, address and occupation
2. The period for which the payment is made
3. The employee's remuneration in money
4. The amount and purpose of any deduction made from the remuneration
5. The actual amount paid to the employee
6. If relevant to the calculation of the employee's remuneration, overtime payments

On termination of employment, the employee shall be provided in line with Section 42 of the BCEA with a Certificate of Service stating:

1. The employee's full name;
2. The name and address of the employer;
3. A description of any council or sectoral employment standard by which the business is covered;
4. The date of commencement and date of termination of employment;
5. The title of the job or a brief description of the work for which the employee was employed at date of termination;
6. The remuneration at date of termination; and
7. The reason for termination of employment (if the employee so requests)

After termination of employment, the employee file shall remain the property of **Connect Network**.

RELATED LEGISLATION AND DOCUMENTATION

1. Staff handbook
2. Memorandum of Incorporation (MOI) of **Connect Network**
3. Financial policy
4. Lausanne Covenant (International Congress on World Evangelisation, Lausanne, Switzerland, July 1974)
5. Value Statement of **Connect Network**
6. Health and safety policy of **Connect Network**
7. Remuneration philosophy and remuneration model of **Connect Network**
8. Labour Relations Act No. 66 of 1995 (LRA)
9. Basic Conditions of Employment Act No. 75 of 1997 (BCEA)
10. Compensation for Occupational Injuries and Diseases Act No. 130 of 1993
11. Unemployment Insurance Contributions Act No. 4 of 2002
12. Appendix 1: Disciplinary Code
13. Appendix 2: Leave Application Form
14. Appendix 3: Employee Performance Assessment Sheet
15. Appendix 4: Staff Feedback Form
16. Appendix 5: Staff Appraisal Summary
17. Appendix 6: Staff Performance Discussion Form
18. Appendix 7: Job Application Form
19. Appendix 8: Staff Interview Exit Form
20. Appendix 9: Travel and Event Report
21. Appendix 10: Staff Monthly Report
22. Appendix 11: Acknowledgement of Receipt

APPENDIX 1: DISCIPLINARY CODE

CATEGORY	NATURE OF OFFENCE	DISCIPLINARY ACTION			
		1 ST OFFENCE	2 ND OFFENCE	3 RD OFFENCE	4 TH OFFENCE
TIME KEEPING OFFENCES	Late for work or leaving work early without good reason	Verbal Warning	Written Warning	Written Warning	Dismissal
	Unwarranted or unauthorized absence from place of work without good reason	Verbal Warning	Written Warning	Written Warning	Dismissal
	Absence – away from work for 2 or more working days without permission, or without good reason	Dismissal			
	Fraudulent Time Keeping	Dismissal			
WORK OUTPUT OFFENCES	Poor performance	Verbal Warning	Written Warning	Written Warning	Dismissal
	Sleeping on duty	Written Warning	Dismissal		
	Work habits in contradiction with the company's principles and values	Verbal Warning	Written Warning	Written Warning	Dismissal
	Idling, Loafing or purposeless activity	Verbal Warning	Written Warning	Written Warning	Dismissal
	Refusal to obey reasonable instructions from superior, related to work (insubordination)	Final Written Warning	Dismissal		

	Refusal to work	Dismissal			
QUALITY OF WORK OFFENCES	Poor quality and/ not working to standards	Written warning	Final Written Warning	Dismissal	
	Willful or negligent damage to equipment, material or company property	Final Written Warning	Dismissal		
	Injury to others through negligence / horseplay	Final Written Warning	Dismissal		
	Disorderly behavior	Final Written Warning	Dismissal		
	Malicious damage to equipment, material or company material	Dismissal			
	Wastage of material	Verbal Warning	Written Warning	Written Warning	Dismissal
	Stealing company property	Dismissal			
	Misappropriation of funds or assets belonging to the organisation.	Dismissal			

CATEGORY	NATURE OF OFFENCE	DISCIPLINARY ACTION			
		1 ST OFFENCE	2 ND OFFENCE	3 RD OFFENCE	4 TH OFFENCE
SOCIAL OFFENCES	Under the influence of alcohol or intoxicating drugs at work, or reporting for duty in such a state	Counseling / Dismissal			
	Committing unsanitary acts	Final written warning	Dismissal		
	Unauthorised possession of alcohol or non-medical drugs on work premises	Counseling / Dismissal			
	Threat of or actual physical violence/ assault	Dismissal			
	Harming a child in any way listed in the Child Protection Policy as child abuse or neglect	Dismissal			
	Intimidation or incitement to violence, victimization, racial discrimination	Dismissal			
	Sexual misconduct	Final written warning/Dismissal	Dismissal		
	Sexual Harassment	Dismissal			

ATTITUDINAL OFFENCES	Breach of employees' duty of good faith to the company, including disclosure of confidential information, damaging the image / reputation of the company, injury to fellow employee's dignity/ honor/ good name, unauthorised statements to the media	Dismissal				
	Failure or refusal to carry out a reasonable and lawful instruction from superior	Final Written Warning	Dismissal			
	Failure to observe security, safety and company rules & regulations	Final Written Warning	Dismissal			
	Smoking in a non-smoking area	Final Written Warning	Dismissal			
	Use of abusive / derogatory / offensive language or signs	Final Written Warning	Dismissal			
	Negligence / neglect of duties	Final Written Warning	Dismissal			
	Gross insubordination, serious disrespect, impudence or insolence	Final Written Warning	Dismissal			
	Gross dishonesty / fraudulent conduct	Final Written Warning	Dismissal			
	Gross Negligence	Final Written Warning	Dismissal			
	Misrepresentation (lying) about any personal information (e.g. on CV) to the organisation	Dismissal				

CATEGORY	NATURE OF OFFENCE	DISCIPLINARY ACTION			
		1 ST OFFENCE	2 ND OFFENCE	3 RD OFFENCE	4 TH OFFENCE
OTHER OFFENCES	Excessive private use of telephone or internet/Inappropriate use of social media	Verbal Warning	Written Warning	Written Warning	Dismissal
	Unlawful possession / wrongful / unauthorised use of company property	Final Written Warning	Dismissal		
	Dishonesty	Dismissal			
	Divulgence of confidential company information	Dismissal			
	Deliberating supplying incorrect / false information	Dismissal			
	Willful damage to company materials, equipment, possession of property	Dismissal			
	Unauthorized acceptance of cash, gifts &/ any other form of remuneration	Dismissal			
	Any other reason recognized in law as being sufficient grounds for instant dismissal	Dismissal			
	Any criminal offense committed which results in the conviction in a Court of Law	Dismissal			
	Lack of adherence to the dress code	Verbal Warning	Written Warning	Written Warning	Dismissal
	Lack of adherence to the MOI or any Connect Network organizational policy (depending on the seriousness of offense)	Final written warning/ Dismissal	Final written warning/Dismissal		

APPENDIX 2: LEAVE APPLICATION FORM

Date: _____

Name of employee: _____

LEAVE APPLICATION:

From _____ to _____

Reason for requesting leave:

Contact details during leave:

Tel. no: _____

Type of leave:

- Annual leave:

Days requesting	Days available	Days left

- Sick leave: 36 days in a 3 year cycle

Days requesting	Days available	Days left

- Other leave - Specify: _____

- Overtime (Time Off In Lieu):

Hours requesting	Hours available	Hours left

Employee

Line Manager

APPENDIX 3: EMPLOYEE PERFORMANCE ASSESSMENT SHEET

1. To be used by line manager and checked by Network Manager.
2. To be measured as part of appraisals twice annually, normally in December and June.
3. Used to measure Key Result Areas (KRAs) of employees. Each KRA is measured separate against this assessment, and average score is calculated to measure the performance.

9	<p>Consistently exceeds job standards by a significant degree while overcoming exceptional challenges or applying unique solutions. These are exceptional individuals whose contributions you can support by tangible facts and evidence covering the current rating period.</p> <p>Top 5%-10% of organisation</p>
7-8	<p>Consistently exceeds job standards. These individuals contribute above what is normally expected and whose contributions you can support by tangible facts and evidence covering the rating period.</p> <p>Top 25%-30% of organisation</p>
4-5-6	<p>Consistently meets and sometimes exceeds job standards. These are individuals who make valued contributions to the success of the business at the level that is expected and whose performance you can support by tangible facts and evidence covering the current rating period. Those are individuals who are essential to achieving business objectives.</p> <p>50%-60% of organisation</p>
2-3 Note:	<p>Performance that marginally meets but occasionally is below acceptable job standards. These individuals contribute at a level requiring more supervision and guidance than should be required.</p> <p>Lower 5%-10% of the organisation</p> <p>Must be resolved prior to the next review through improved performance or identification of an “action plan”.</p>
1 Note:	<p>Performance that consistently does not meet the job standards over a rating period</p> <p>Lower 5% of the organisation</p> <p>Must be resolved within six months through improved performance or identification of an “action plan”</p>
*	Too new in an assignment to evaluate. As soon as a code can be assigned objectively, no longer used

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APPENDIX 4: STAFF FEEDBACK FORM

1. To be used by employees.
2. To be used as part of appraisals.
3. The following is a written statement of how the employee feels about his/her work.

Employee Name:

Date:

Line Manager:

1. The thing that I find most fulfilling about my work...

2. The thing about my work that causes me the most pressure is...

3. I feel I can grow in the following areas...

4. In 2-5 years time I would like to be...

5. I believe Connect Network would be stronger if...

APPENDIX 5: STAFF APPRAISAL SUMMARY

LEAVE TAKEN		KRA RESULTS		SALARY + extra finances	
Sick leave		Jan- June		Patterson Grade	
Study leave		July-Dec		Starting salary	
Annual leave		Overall 2015		Last Increased	
Unpaid leave				Extra –once off	
Leave Outstanding (after Dec15 holidays)				Extra payments	
Overtime outstanding				Staff development	
				Current	

	STAFF DEVELOPMENT		
Date and No. of Days	Learning Opportunity	Category	Cost

SUMMARY

Signed (Line Manager): _____

Name: _____

Date: _____

APPENDIX 6: STAFF PERFORMANCE DISCUSSION FORM

Name of staff member: _____ Job title: _____

Date of performance discussion: _____

PERFORMANCE DISCUSSION		
Strengths	Developmental Areas	Action plans needed for improvement

KEY FOCUS AREAS FOR DEVELOPMENT UNTIL NEXT PERFORMANCE REVIEW

SUMMARY

Date of next performance review: _____

Signature (Line Manager): _____ Signature (Employee): _____

Date: _____

APPENDIX 7: JOB APPLICATION FORM

Thank you for your interest in applying for a position at Connect Network. Please complete the following application form and email to dee@connectnetwork.org.za with a short CV and a copy of your South African ID.

Job Position applying for

--

Personal Information

Name and Surname			
Address			
Tel (home)		Cell	
Email			
Current employer OR			
Last employer and date ended			

Languages

Please detail languages you speak and your standard:

(F = fluent, W = working, B = basic)

Language	Written	Spoken	Understood
English			
Afrikaans			
Xhosa			
Other (please state)			

Qualifications

Please summarise all qualifications achieved (including highest school grade), beginning with the most recent:

Qualification	Grade/Result	Institution	Year Received

Relevant Experience

Please describe any relevant experience you have had that would be useful for us to know about, either employed or voluntary:

Company/Organisation	Description of Roles/ Responsibilities	Skills (personal and technical)

What are the skills you have that you would like to contribute to Connect Network?

How did you hear about Connect Network?

What are your reasons for wanting to work at Connect Network?

What are your expectations of Connect Network if you were to work with us?

Would your family be supportive of you working with Connect Network?

References

Please provide one professional or academic reference and one pastoral/character reference. Please indicate if you are willing for us to contact your referees at this point.

Name of referee 1: _____

Tel Number and Email: _____

Relationship to referee: _____

Name of referee 2: _____

Tel Number and Email: _____

Relationship to referee: _____

Connect Network is a Christian value-based non-profit organisation, abiding by the following values:

1. We are committed to Christ and seek to demonstrate biblical values in our work.
2. We are committed to the dignity, uniqueness and worth of every individual, regarding everyone with love, compassion and respect.
3. We are committed to working together as the Church, regardless of denomination.
4. We are committed to quality, accountability and best practice which are reflected in our biblical worldview.

Do you agree to respect our values if given the opportunity to work with us?

Yes	No
-----	----

Church

If you attend a church, please provide the following information:

Church Name: _____

Contact Name: _____

Tel Number and Email: _____

Health

Please provide any information about your health (like any serious illness, injury or disease) past or present, which might directly affect your potential work with Connect Network.

Declaration

Due to the nature of the work of Connect Network, representatives of the organisation may at some time or another, be in direct contact with children who are, or have been, at risk. It is for this reason that we require this declaration:

<p>Have you ever been charged with or convicted of a criminal offence?</p> <p>(NB: The disclosure of an offence may not prohibit your appointment)</p>	
--	--

If yes, please provide details including the nature of the offence(s) and dates.

Are you at present the subject of criminal investigations?	
--	--

If yes, please provide details:

If your application is successful you will be required to provide Connect Network with an up to date police check.

To the best of my knowledge, the answers to all the above questions are true and correct, and I have not knowingly withheld any information which might in any way affect me accepting a position with Connect Network.

NAME IN PRINT _____ **SIGNATURE** _____ **DATE** _____

APPENDIX 8: STAFF INTERVIEW EXIT FORM

NAME	
LINE MANAGER	
DATE	

1. For how long did you volunteer and/or work as an employee for Connect Network?

2. What is your reason for leaving?

3. What were the highlights in working for the organisation?

4. What were the challenges in working for the organisation?

5. What recommendations would you like to make to the organisation as an employer?

6. Any other comments?

Thank you.

APPENDIX 9: TRAVEL AND EVENT REPORT

This report is to account for Connect Network travels or events, and will be used to maximize the investment through reporting to donors &/or sponsors as well as to agree on action points for follow up in order to expand the Network's sphere of influence. It is to be filled out by the delegate appointed to represent Connect Network.

Please complete and return to dee@connectnetwork.org.za, within two weeks of returning from the event.

1. EVENT DETAILS	
Event attended:	Dates:
Delegate:	Position:
Purpose of travel/event:	Sponsored by:
Your Expectations:	

2. KEY DISCUSSIONS AND NEW CONTACTS MADE		
Name	Organisation	Outcome of discussions

3. BUDGET			
Item	Cost	Funding Source	Funding received
Travel- Airfare			
Visa			
Daily subsistence allowance (only to be used if necessary for local travel/meals/telephone/ etc) refer to travel policy			
Travel Insurance			
Event fee			
Accommodation			
Total Cost			

4. REFLECTIONS and RECOMMENDATIONS	
Personally	For Connect Network

APPENDIX 10: STAFF MONTHLY REPORT

Month:

Name & Position:

Date:

KRA	Report for previous months	Plans for coming month
<u>KRA 1</u>		
<u>KRA 2</u>		
<u>KRA 3</u>		
Synergies As a result of any work you have done, evidence of new relationships being formed Between members.		
New relationships Any new relationships with potential members, donors or stakeholders.		
Other activities		
Staff development		
Fruit stories		

APPENDIX 11: ACKNOWLEDGEMENT OF RECEIPT OF POLICY

I acknowledge that I have read a copy of the **Connect Network's** Personnel and Procedures policy.

I understand that this policy replaces any and all prior verbal and written communications regarding **Connect's** policies and procedures.

I understand that this policy may not be distributed in any way nor discussed with anyone who is not an employee of **Connect**.

I have read and understand the contents of this policy and will act in accordance with these policies and procedures as a condition of my employment with **Connect**.

I understand that if I have questions or concerns at any time about these policies and procedures I will discuss it with my line manager.

Please read this Policy Document and these employee Standards of Conduct carefully to understand these conditions of employment before you sign this document.

Name of staff member: _____

Signature of staff member: _____

Date: _____