



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
**CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS**

**DEPARTMENTAL LEAVE OF ABSENCE
MANAGEMENT POLICY**

VERSION 1

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(i) ACRONYMS AND ABBREVIATIONS

In this policy, unless the acronyms and abbreviations otherwise indicates-

“CoGHSTA” means Cooperative Governance Human Settlement and Traditional Affairs

“DPSA” means Department of Public Service Administration

“HR” Human Resource

“MEC” means Member of Executive Council

“MMS” Middle Management Services

“OSD” Occupational Specific Dispensation

“PILIR” Policy and Procedure on Incapacity Leave and Ill-health Retirement

(ii) CLARIFICATION OF TERMS

In this policy, unless the context otherwise indicates-

“Absenteeism” means the state of absent from work.

“Attendance” means the act or fact of attending (being present at) work. Attendance is also used to define the number of employees present in a particular day at work.

“Child” means a person who is under 18 years of age.

“Code” means the Disciplinary Code and Procedures for the Public Service (Resolution No. 1 of 2003).

“Contract worker” means a person employed on a temporary basis.

“Day” means a period of 24 hours measured from the time when the employee normally commences work, and daily has a corresponding meaning.

“Head of Department” means the Head of Department or her/his delegated authority or her/his designated officer responsible for leave related matters and/or investigations.

“Month” means a calendar month as defined in section 1 of the Public Service Act 103 Of 1994.

“Remuneration” means-

in respect of employees on level 1-10 or equivalent Occupational Specific Dispensation levels –
for purposes of calculating pay for unused annual leave and severance pay, remuneration means the employee’s annual basic salary PLUS 37% of her/his annual basic salary, and

for purposes of calculating capped leave and unpaid leave, remuneration means the employee’s annual basic salary.

in respect of a member of the Middle Management Service (MMS or equivalent Occupational Specific Dispensation levels):

for purposes of calculating unused annual leave, unpaid leave, and severance pay, remuneration means the employee’s all-inclusive remuneration package; and

for purposes of calculating capped leave, remuneration means the employee's annual basic salary.

"Work day" equates to the employee's number of daily official working hours.

"Working hours" means the work week and daily hours of work for employees, the opening and closing times of places of work as determined by the Limpopo Provincial Government.

1. **PREAMBLE**

The Departmental Leave of absence Management Policy is required to serve as tool for the management of leave, work attendance and absenteeism in the department. The policy will be used by both the employer and employees as a guide in leave utilisation and as a tool for the management of attendance and absenteeism.

2 **PURPOSE AND OBJECTIVES**

The purpose of the Departmental Leave of Absence Management Policy is to provide guidelines to the employer and employee on the management of leave, work attendance and absenteeism in the department. The policy elucidates the types of leave and circumstances under which the employer may consider authorising an employee's absence from work as well as the employee's leave entitlement and the conditions that the employee must adhere to, to access the leave entitlement.

The objectives of the Departmental Leave of Absence Management Policy are to ensure that:

- (a) Managers/supervisors share a common understanding of what leave management, work attendance entails and how absenteeism is managed.
- (b) The conduct of employees in the work place is acceptable and to have unacceptable conduct corrected.

3. **SCOPE OF APPLICATION**

The policy applies to the employer and the employees in the Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) including interns, experiential learners, and contract workers.

4. **LEGAL FRAMEWORK**

- 4.1 Basic Conditions of employment Act No. 11 of 2002
- 4.2 Public Service Coordinating Bargaining Council Resolution 3 of 1999
- 4.3 DPSA Determination on Leave of Absence in the Public Service, 2015

- 4.4 DPISA Determination on Working Time in the Public Service, 2011
- 4.5 Disciplinary Code and Procedures for the Public Service (Public Service Resolution No. 1 of 2003
- 4.6 Public Service Act 103 of 1994, as amended.
- 4.7 Public Service Regulations, 2001, as amended.
- 4.8 Special Leave Policy for Limpopo Province.
- 4.9. Public Service Coordinating Bargaining Council Resolution 2 of 2015

5. **ADMINISTRATION OF POLICY**

The Head of Department must ensure that the Senior Manager has an effective support structure which is **HR PRACTICES AND ADMINISTRATION UNIT**, to fulfil functions in terms of this policy.

6. **POLICY CONTENT**

6.1. **ROLES AND RESPONSIBILITIES**

HR Practices and Administration to monitor the implementation of the policy.

7. **TYPES OF LEAVE**

The Determination on Leave of Absence in the Public Service provides for the following types of leave:

7.1 **ANNUAL LEAVE**

7.1.1 Employees are entitled to annual leave with full pay during each leave cycle of 12 months, commencing in January each year. Employees with less than 10 years' service are entitled to 22 annual leave days per leave cycle and those with more than 10 years' service to 30 annual leave days.

7.1.2 For each 10 working days (Monday to Friday) leave taken without pay, the employees' annual leave entitlement shall be reduced by 1/24th.

treating practitioner certifies that such procedures have to be conducted as an emergency.

7.2.3 If overcome by a sudden illness/ injury, the employee must personally notify her/his supervisor/manager immediately. A verbal message to the supervisor/manager by a relative, fellow employee or friend is only acceptable if the nature and/or extent of the illness or injury prevents the employee to inform the supervisor/manager personally.

7.2.4 The following arrangements should be in the event where the employee fails to submit the leave as indicated in paragraph 7.2.2:

7.2.4.1 An employee must submit an application for sick leave personally or through a relative, fellow employee within **5 working days** after the first day of absence. Should the employee fail to submit the application within the said period the employee's supervisor or manager must immediately notify the employee that if such application is not received within **2 working days**, the sick leave period will be deemed to be leave without pay. If the employee fails to submit compelling reasons or compelling reasons exist why an application cannot be submitted, the supervisor/manager must immediately inform the relevant personnel section/office that the relevant absence must be covered by annual leave (with the employee's consent) and/or unpaid leave if insufficient leave credits are available and if the employee failed to notify the Head of Department of her/his choice.

7.2.4.2 Failure by the employee to submit his/her application for sick leave form within the stated periods, or failure by the supervisor/manager to properly manage it must be viewed in a serious light and disciplinary steps against the employee/or supervisor/manager should be taken.

7.2.5 An employee must submit a medical certificate in respect of her or his sick absence for every occasion of 3 or more sick leave days. The medical certificate should have been duly signed by a medical practitioner/s or person/s who is/are certified to diagnose and treat patients and who is/are registered with the Health Professions Council of South

Africa, Allied Health Professions Council of South Africa and the South African Nursing Council. If an employee develops a pattern in her utilisation of normal sick leave the employer must require the employee to submit a medical certificate for periods of sick absences of less than **3 days**.

7.2.6 If an employee in her or his 36 days normal sick leave period, has been absent from work on more than two occasions during an eight-week period, the employee should regardless of the duration of the sickness or injury, submit a medical certificate stating she or he was unable to work for the duration of the employee's absence on account of sickness or injury. The 8-week period shall be a calendar period and commences on the first day of an employee's absence due to sickness or injury. Any subsequent day of absence due to sickness or injury after the abovementioned period must then be regarded as the first day of the next 8-week period. If the employee fails to submit the required medical certificate, the Head of Department must notify the employee that if the prescribed medical certificate is not received within **2 working days**, the sick leave period will be deemed to be leave without pay. If the employee fails to submit the medical certificate on time, the relevant absence must be covered by annual leave (with the employee's consent) and/or unpaid leave if insufficient annual leave credits are available and if the employee failed to notify the Head of Department of his/her choice. Failure by the employee to submit his/her medical certificate within the stated period must be viewed in a serious light and disciplinary steps against the employee should be taken.

7.2.7 If an employee falls ill while on annual leave with full pay, such leave may be converted to sick leave provided that a certificate from a registered medical practitioner or person indicated in paragraph 3.2.4 is submitted to substantiate that he/she is ill indisposition.

7.2.8 An employee who exhausts the 36 days sick leave allocation for the three year leave cycle should apply for temporary and permanent incapacity leave. Temporary incapacity leave is for 30 sick leave days and permanent incapacity leave is for a period more than 30 sick leave days. Both temporary and permanent applications for incapacity leave are considered by the Health Risk Manager. Provisions for the two types of incapacity leave are as follows:

7.3 TEMPORARY INCAPACITY LEAVE

The following provisions apply for temporary incapacity leave:

- 7.3.1 An employee who according to the treating medical practitioner requires to be absent from work due to a temporary incapacity, may apply for temporary incapacity leave with full pay on the applicable application form prescribed in terms of the Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR) **in respect of each occasion.**
- 7.3.2 An employee must submit sufficient proof that she/he is too ill/injured to perform his/her work satisfactorily.
- 7.3.3 Application form must, regardless the period of absence, be accompanied by a medical certificate issued and signed by a medical practitioner that certifies her/his condition as temporary incapacity and if the employee has consented, the nature and extent of the illness/injury.
- 7.3.4 An employee is in accordance with item 10(1) of Schedule 8 to the Labour Relations Act, 1995, afforded the opportunity to submit together with her/his application form: any medical evidence related to the medical condition of the employee, such as medical report(s) from a specialist, blood tests results, x-ray results or scan results, obtained at the Employee's expense; and any additional written motivation supporting her/his application.
- 7.3.5 Employee is requested to give his/her consent that medical information/records be disclosed to the employer and/or its Health Risk Manager and to undergo further medical examinations in terms of the assessment process described in Policy and Procedure on Ill-health and Ill-health Retirement (PILIR).
- 7.3.6 An employee must submit her/his application for temporary incapacity leave in respect of clinical procedures in advance, unless the treating medical practitioner certifies that such procedures have to be conducted as an emergency.
- 7.3.7 The provisions of paragraphs 7.2.2. and 7.2.3 apply *mutatis mutandis* to the submission of applications for temporary incapacity leave.
- 7.3.8 The Head of Department, must within 5 working days from the receipt of the Employee's application for temporary incapacity leave **conditionally** grant a maximum of 30 consecutive working days temporary incapacity leave with full pay subject to the outcome of her/his investigation into the nature and extent of the employee's illness/injury; and refer the application with all the supporting evidence **immediately** to its Health Risk Manager in accordance with the *PILIR* for an assessment and advice on whether the employee's illness/injury justifies the granting of incapacity leave ;

and which steps, if any, in accordance with the procedures contained in item 10(1) of Schedule 8 to the Labour Relations Act, 1995, read with clause 7.5.1 of PSCBC Resolution 7 of 2000, as amended by PSCBC Resolutions 5 of 2001 and 15 of 2001, should be taken.

- 7.3.9 The Head of Department may request the employee, if she/he has consented thereto in her/his application form, to subject herself for one or more medical examinations by medical practitioners of the employer's choice and for the employer's account. If the employee fails to honour the appointments for such medical examinations, **the employee shall be held responsible for any fruitless expenses incurred.**
- 7.3.10 The Head of Department must within 30 working days after receipt of both the application form and medical certificate approve or refuse the temporary incapacity leave granted conditionally.
- 7.3.11 The Head of Department may on the basis of medical evidence gathered during its investigation approve the granting of additional incapacity leave days on conditions that he or she shall determine.
- 7.3.12 The Head of Department, if applicable and as soon as possible, must after the receipt of the Health Risk Manager's advice, decide on the possibility of securing alternative employment for the employee, or adapting his/her duties or work circumstances to accommodate his/her incapacity or alternative employment and, as soon as possible, approve and implement an action plan for this purpose.
- 7.3.13 If the Head of Department approves the temporary incapacity leave granted conditionally, such leave should be converted into temporary incapacity leave. If the temporary incapacity leave granted conditionally is refused, the employee should be notified of the reasons of the refusal in writing. The employee should notify the Head of Department in writing within **5 working days** of the date of the notice to her/him, whether or not the period of conditional incapacity leave must be covered by annual leave (to the extent of the available annual leave credits) or unpaid leave and that, if he/she fails to notify the Head of Department of unpaid leave. The employee may, if she/he is not satisfied with the Head of Department's decision, lodge a grievance in terms of section 35 of the Public Service Act.
- 7.3.14 The Head of Department must cover the period of absence, referred to in paragraph 7.3.13 in accordance with the employee's written notification or, if the employee fails to notify the Head of Department in terms of that paragraph or if the annual leave credits

are insufficient, the relevant period of absence must be covered by unpaid leave.

7.4 PERMANENT INCAPACITY LEAVE

7.4.1 The following provisions apply for permanent incapacity leave:

7.4.1.1 The Head of Department may grant an employee up to a maximum of 30 working days' permanent incapacity leave once she/he has, following the assessment and investigations contemplated in paragraph 7.3.8, determined that the employee's condition is of a permanent nature.

7.4.1.2 The Head of Department must during the period referred to in paragraph 7.4.1.1 and 7.3.12 in accordance with the advice from its Health Risk Manager ascertain the feasibility of and implement its plan of action contemplated in paragraph 7.3.12, above, in respect of alternative employment; or adapting duties or work circumstances to accommodate the employee.

7.4.1.3 An employee, whose degree of incapacity has been certified as permanent but who can still render a service, may be redeployed horizontally with retention of his or her benefits.

7.4.1.4 If the redeployment necessitates reallocation to a job of a lower grading, such must be explained well in advance and the continued utilization of such an employee should, in this regard, be with her or his consent.

7.4.1.5 In instances where the employee's redeployment entails retraining or retooling, the employer must take requisite resources (time and financial) and potential returns into consideration before approving redeployment.

7.4.1.6 The redeployment of an employee's services should ensure the optimal utilization of her or his competencies and must not compromise service delivery.

7.4.1.7 If both the Head of Department and employee are convinced that the employee will never be able to render an effective service at his or her level or rank,

the employee/employer may proceed with the process of termination of service on account of continued ill-health in terms of section 17 (2) (a) of the Public Service Act, as amended.

- 7.4.1.8 The Head of Department may extend the period of permanent incapacity leave referred to in paragraph 7.4.1.1 by a further 30 working days in order to finalize processes already commenced. If the processes are not completed within the 60 working days; the Head of Department must report the case to the Director-General: Public Service and Administration together with a report explaining the reasons for the delay.

7.5 MATERNITY LEAVE

7.5.1 Employees are entitled to 4 consecutive calendar months' maternity leave to commence:

7.5.1.1 at any time from four weeks before the expected date of birth; or

7.5.2.2 on a date from which the attending medical practitioner certifies that it is necessary for the employee's health or that of the unborn child.

7.5.2 It is preferable that an employee commences her maternity leave at least two weeks prior to the expected date of birth. However, the service delivery requirements of a particular Sector may require different arrangements with regard to the period and stage at which maternity leave, with due consideration of the employee and her unborn child's health and safety, should commence.

7.5.3 For at least six weeks after the birth, no employee may commence with normal official duty unless the attending practitioner certifies that the employee is fit to do so.

7.5.4 Maternity leave may only be interrupted if-

7.5.4.1 the baby is born prematurely and is hospitalized during maternity leave; or

7.5.4.2 the baby becomes ill and is hospitalized for a period longer than a month during the maternity leave.

7.5.5 The provisions contained in paragraph 7.5.4 are only applicable to an employee, who chooses to interrupt her maternity leave in these circumstances.

7.5.6 If an employee referred to in paragraph 7.5.4.1 and 7.3.4.2 above, chooses to interrupt her maternity leave and fail to return to work after the six weeks mentioned in paragraph 7.5.3 above, such a period must be covered with annual leave or unpaid leave if she does not have enough annual leave available.

7.5.7 Maternity leave may be extended upon application by:

7.5.7.1 The granting of sick leave as a result of a medical complication;

7.5.7.2 The granting of up to 184 calendar days unpaid leave;
or

7.3.7.3 The granting of annual leave.

7.5.8 Employees, who, during the third trimester of their pregnancy, experience a miscarriage, still birth or termination of the pregnancy on medical grounds shall be eligible for six consecutive week's maternity leave, where after, 7.5.7.1 shall apply in the event of a medical complication (Leave to begin after the miscarriage, stillbirth or the termination of pregnancy).

7.5.9 Provisions in 7.5.8 above shall also apply to an employee who experiences a miscarriage, stillbirth or termination of pregnancy on medical grounds after the commencement of maternity leave. The period prior to the miscarriage, stillbirth or termination of pregnancy shall be regarded as special leave with full pay.

7.6 **ADOPTION AND SURROGACY LEAVE**

7.6.1 An employee who adopts a child that is younger than two years shall qualify for adoption leave to a maximum of 45 working days, where after, 7.5.7.2 and 7.5.7.3 shall apply.

7.6.2 If both spouses or life partners are employed in the Public Service, both partners will qualify for adoption leave provided that the combined leave taken does not exceed the 45 working days mentioned in 7.6.1 above.

7.7 FAMILY RESPONSIBILITY LEAVE

7.7.1 Employees shall be granted:

7.7.1.1.1 5 working days family responsibility leave per annual leave cycle for utilization if the employee's spouse or life partner gives birth to a child; or the employee's child, spouse or life partner is sick; and

7.7.1.1.2 5 working days leave per annual leave cycle for utilization if the employee's child, spouse or life partner dies, or an employee's immediate family member dies.

7.7.2 Immediate family member for purposes of paragraphs 7.7.1.1 and 7.7.1.2, respectively, means the employee's parent, adoptive parent, parents-in-law, sister-and-brother-in-law, grandparent, child, adopted child, grandchild or sibling. For the purposes of this provision "child" means the employee's son or daughter, and where applicable son- or daughter-in-law, of any age. The granting of family responsibility leave must be taken with due consideration of the employee's cultural responsibilities.

7.7.3 Employees who have used all their family responsibility leave may, subject to the approval of the Head of Department, apply to:

7.5.3.1 use available annual leave; or

7.5.3.2 use up to 184 calendar days of unpaid leave.

7.7.4 Family responsibility leave may be taken for part of a day. For example an employee who takes three hours off to attend a family responsibility would use only three hours of their family responsibility leave entitlements.

7.7.5 For purposes of utilizing family responsibility leave entitlements, fractions or decimals must be utilized as they are. In other words fractions or decimals must not be rounded off.

7.8 SPECIAL LEAVE

The Special Leave Policy for Limpopo Province provides for the following categories of special leave: Study Leave, Examination Leave, Sabbatical Leave, Leave for attendance of classes during office hours, Leave for participation in sports or cultural activities,

Leave for resettlement on transfer, Leave for training disabled employees, Leave for occupational injuries and diseases, Rehabilitation leave, and Military service leave.

In addition to the above leave types the Special Leave Policy for Limpopo Province also provide for events for which employees will not be required to utilize leave and events for which special leave will not be granted.

7.9 LEAVE FOR OFFICE BEARERS OR SHOP STEWARDS OF RECOGNISED EMPLOYEE ORGANISATIONS

- 7.9.1 Office bearers or shop stewards of recognized employee organizations shall receive up to 15 working days paid leave per annum for activities related to her/his union activities.
- 7.9.2 The 15 working days shall be pooled per recognized trade union. Office bearers or shop stewards belonging to the same recognized trade union may apply for leave days from the pool.
- 7.9.3 The Head of the Department shall appoint an administrator of the pool. The administrator should preferably be the Human Resource Manager of the Department. The Head of Department shall develop standard operating procedures to ensure that the utilization of the pool of leave days is properly managed, recorded and monitored to ensure that the leave days available in pool are not exceeded and/or abused.
- 7.9.4 A shop steward may apply for leave from the pool in respect of the recognized employee organization he/she belongs to only. An individual shop steward may apply due to the union activities attached to her/his union position for either less than or more than 15 working days in a cycle. However, the shop stewards assessing the same pool may not exceed the total number of leave days available in the pool.
- 7.9.5 Shop steward leave may only be utilized for activities related to the employee's union position. All applications for this type of leave must be submitted in writing on the prescribed leave application form or electronically, together with supporting documentation.
- 7.9.6 The employee's supervisor shall liaise with the Labour Relations Manager and Human Resource Manager to validate the employee's involvement in a union activity/business and whether sufficient credits are available in the pool.

7.9.7 Approved applications shall be captured on PERSAL or the IFMS, whichever system is in use in the Department.

7.10 UNPAID LEAVE

7.10.1 The Head of Department may grant an employee unpaid leave if:

7.10.1.1 An employee has utilized all her or his annual leave with full pay.

7.10.1.2 The granting of leave without pay to an employee is recommended. In the event where leave without pay is recommended the employee should be informed before implementation of the leave without pay that she/he has been granted leave without pay. The employee should complete the unpaid leave section of the leave application form before appending her/his signature thereon.

7.10.2 Only in exceptional circumstances shall the Head of Department grant the employee more than 184 calendar days of unpaid leave in a period of 18 months.

7.10.3 Unpaid leave should be regarded as calendar days.

7.11. LEAVE FOR OCCUPATIONAL INJURIES AND DISEASES

7.11.1 An employee who, as a result of his/her work, suffers an Occupational injury or contracts an occupational disease, shall be granted occupational injury and disease leave for the duration of the period they cannot work.

7.11.2 if an employee suffers a work-related injury as a result of an accident involving a third party, The Head of Department shall grant him or her occupational injury leave provided that the employee:

7.11.2.1 brings a claim for compensation against the third party; and

7.11.2.2 Undertakes to use compensation (in terms of the Compensation for Occupational Injuries and Diseases Act of 1993) received to recompense as far as possible for the cost arising from the accident

- 7.11.3 The Head of department shall take reasonable steps to assist an employee to claim compensation according to 7.11.2.
- 7.11.4 When an employee is injured on duty or contracted an occupational disease the employer must pay the employee's medical expenses in terms of the provisions of the Compensation for Occupational Injuries and Diseases Act. The employer may, depending on the circumstances, recover certain expenses in the event where a third party was involved in the accident.

7.12 PRE-NATAL LEAVE

- 7.12.1 A pregnant employee will be entitled to 8 working days pre-natal leave, per pregnancy, allowing the employee to attend medical examinations by a medical practitioner or midwife, and tests related to the pregnancy.
- 7.12.2 An employee can utilize a full day or part of a day for pre-natal leave. The Head of Department shall maintain a system to record episodes where the employee utilized part of a day. one day's pre-natal leave shall be deducted once the duration of absence equates the employee's prescribed daily working hours.
- 7.12.3 An employee must submit her application for pre-natal leave in advance, unless unforeseen circumstances prevent her from doing so.
- 7.12.4 An application for pre-natal leave should be supported by reasonable proof that the employee attended a doctor's appointment and/or went for tests related to the pregnancy.
- 7.12.5 An employee who has used all her pre-natal leave may, subject to the approval of the Head of Department, apply to use available annual leave and/or unpaid leave.
- 7.12.6 Absences related to medical complications during the pregnancy will be covered by sick leave.

7.13. PATERNITY LEAVE

- 7.13.1 An employee shall be granted three (3) working days paternity leave per calendar year for utilization if the employee's spouse or life partner gives birth to a child or adopts a child not older than two (2) years.
- 7.13.2 An employee who has used all his/her paternity leave may, subject to the approval of the Head of Department, apply to:
 - 7.13.2.1. Use his/her part or all of 5 working days family responsibility leave provided for in paragraph 7.7. above, or
 - 7.13.2.2. Use available annual leave; or
 - 7.13.2.3. Use up to 184 calendar days of unpaid leave.
- 7.13.3. An application for paternity leave shall be supported by reasonable proof.

8. SUBMISSION OF LEAVE APPLICATION FORMS

The following procedure should observe the following provisions with respect to the administration of leave:

- 8.1 Approved applications for leave from Branches/SBUs/District Support Centers should be recorded in the attendance registers and leave registers before submission to the HR Component responsible for the processing of leaves.
- 8.2 Leave applications should be submitted to the HR Component five (5) days before the commencement of the particular leave. The applicant should motivate leaves which do not comply with this provision. Such motivations should be approved by Supervisors/Senior Managers.

9. CANCELLATIONS OF LEAVES APPROVED AND CAPTURED IN THE PERSAL SYSTEM

Captured leaves will be cancelled upon receipt of written requests from employees. The written requests for cancellation should be endorsed by Supervisor/Senior Managers.

10. **WORKING HOURS**

10.1 Official working hours in the Department of Cooperative Governance, Human Settlements, and Traditional Affairs are as follows:

Time for reporting for work :	7h30
Lunch :	13h00-14h00
Knock-off time :	16h30

10.2 Employees should adhere to the prescribed hours of work and should not leave their work places without the permission of their supervisors. Employees should ensure that they obtain the permission of their supervisors to leave their work places.

11. **ATTENDANCE REGISTERS**

The employer shall keep attendance registers in which the time worked by each employee shall be recorded. Supervisors are tasked with the responsibility of ensuring that employees comply with the prescribed working hours for reporting and knocking off from work.

12. **CHECKING OF ATTENDANCE REGISTERS**

Supervisors or anyone in charge must see to it that attendance registers are made available to all employees at all times. Supervisors/Senior managers should check the attendance registers daily and should ensure that those employees have signed the attendance registers.

13. **ABSENTEEISM**

Employees who are perpetually absent from work often do not inform their supervisors of the circumstances which caused them to be absent from their work places and are not willing to disclose the reasons of their absence from work on their return to the work place.

Prior arrangements should be made in advance in the event where an employee has to leave the work place earlier than the knock-off time. A vacation leave form should be completed in the event where an employee has to be absent from the place work place for the whole working day.

14. **THE ROLE OF THE SUPERVISOR IN MANAGING ABSENTEEISM**

The responsibility for managing absenteeism falls primarily on immediate supervisors as the only officials who are aware that a certain employee is absent. Supervisors are in the best position to understand the circumstances surrounding an employee's absence and to notice a problem at an early stage.

The following are critical actions that supervisors need to take to manage absenteeism. Supervisors or anyone in charge should:

- 14.1 ensure that their employees are fully aware of the organization's policies and procedures for dealing with absenteeism.
- 14.2 be the first point of contact when an employee phones due to illness or any other commitment.
- 14.3 maintain appropriately detailed, accurate, and up-to-date absence records for their staff (e.g., date, reason for absence, expected return to work date, doctor's certificate).
- 14.4 identify any patterns or trends of absence which cause concern.
- 14.5 implement disciplinary procedures where necessary.

15. **DEFAULT**

Non-compliance with the policy shall constitute a violation and shall be treated in accordance with the departmental Disciplinary Code and Procedure Policy.

16. **ADOPTION**

The policy shall be adopted by the Labour Management Forum of the Department.

17. **IMPLEMENTATION DATE**

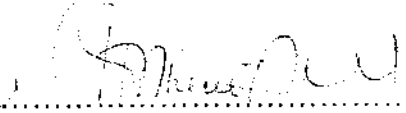

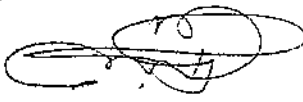
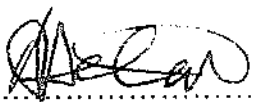
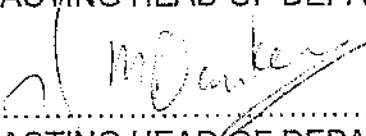

The policy shall come into effect upon approval by the Honourable MEC.

18. **POLICY REVIEW**

The policy shall be reviewed after three (3) years.

19. **ENQUIRIES**

All the enquiries about this policy should be directed to HR Practices and Administration Strategic Business Unit.

TITLE	DEPARTMENTAL LEAVE OF ABSENCE MANAGEMENT POLICY
COMPILED BY	HR PRACTICES AND ADMINISTRATION  CHIEF DIRECTOR: STRATEGIC HRM 2016/05/06 DATE
ACKNOWLEDGED BY	ACTING DEPUTY DIRECTOR GENERAL: CORPORATE SERVICES  ACTING DEPUTY DIRECTOR GENERAL: DATE 2016/05/09
QUALIFIED BY	DIRECTOR RESEARCH AND POLICY COORDINATION  DIRECTOR: RESEARCH AND POLICY COORDINATION 09.05.16 DATE
CHIEF FINANCIAL OFFICER	ACTING CHIEF FINANCIAL OFFICER  ACTING CHIEF FINANCIAL OFFICER DATE 12/05/2016
ADOPTED BY	ACTING HEAD OF DEPARTMENT  ACTING HEAD OF DEPARTMENT DATE 12/05/2016
APPROVED BY	THE HONOURABLE MEC  THE HONOURABLE MEC 16/05/2016 DATE