



# LIMPOPO

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF  
ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

**SHIFT WORK POLICY**

**2021**

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## 1.ACRONYMS

<b>BCEA</b>	:	Basic Conditions of Employment Act
<b>DPSA</b>	:	Department of Public Service and Administration
<b>LEDET</b>	:	Limpopo Department of Economic Development, Environment and Tourism
<b>HOD</b>	:	Head of the Department of Economic Development, Environment & Tourism

## 2.DEFINITIONS

- 2.1 'biological assets'** are assets that are living such as animals and plants;
- 2.2. 'day shift'** means an eight (8) hour shift that starts from 7h30-16h30;
- 2.3. 'delegated official'** is a person who is delegated the legal authority by the authorised official to make decisions and act on their behalf;
- 2.4. 'Department'** means Department of Economic Development, Environment and Tourism;
- 2.5. 'director'** is the person that is the head of a directorate within LEDET;
- 2.6. 'double shift'** means when an employee is required to work two consecutive shifts;
- 2.7. 'employees'** mean male and female persons appointed by LEDET in terms of the Public Service Act, 1994 as amended;
- 2.8. 'employer'** means the Department of Economic Development, Environment and Tourism;
- 2.9. 'employees with special needs'** include, but not limited to the following:
- (a) persons with disabilities;
  - (b) pregnant women; and

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(c) single parents.

**2.10. 'employment policy or practice'** includes, but not limited to the following:

(a) Recruitment procedures, advertising and selection criteria;

(b) Appointments and appointment processes;

(c) Job classification and grading;

(d) Remuneration, employment benefits and terms and conditions of employment;

(e) Job assignments;

(f) The working environment and facilities;

(g) Training and development; and

(h) Disciplinary measures.

**2.11. 'employer'** means Limpopo Department of Economic Development, Environment and Tourism;

**2.12. 'forty hour flexi system'** means work performed by employees according to service delivery needs between eight and twelve hours per day. The working hours should not exceed twelve hours in a day and should not exceed forty hours in a week;

**2.13. 'LEDET'** means Limpopo Department of Economic Development, Environment & Tourism;

**2.14. 'night duty allowance'** means compensation of an employee for the inconvenience of working night duty;

**2.15. 'night duty'** means work between the hours of 18:00 and 6:00, which constitute 12 hours that will require a written agreement between the employer and the employee in this regard;

**2.16. 'night shift'** means an eight (8) hour shift that starts from 23:00 and ends at 8.00;

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- 2.17. 'overtime'** means work in excess of the hours of work per week or month that employees have been contracted to perform; it cannot be more than 10hrs in a week and it cannot exceed 12 hours in a day;
- 2.18. 'persons with disabilities'** include persons with long term mental, physical, intellectual or sensory impairments which may hinder their full participation on an equal basis with others in society;
- 2.19. 'roster'** means a sequence of shifts arranged in the form of a recurring cycle to be normally worked by employees who work shifts;
- 2.20. 'shift work'** means work of a continuous nature which is assigned to employees on a rotational basis for which an employee becomes eligible for shift allowance as contained in the Collective Agreement and in accordance with the BCEA;
- 2.21. 'shift system'** is an employment practice where employees rotate to make sure that services are rendered across all twenty-four hours of the clock each day of the week;
- 2.22. 'single parent'** means a parent who parents alone as a result of the absence of the other parent;
- 2.23. 'standby'** means a written instruction given to an employee where the employee must be available during off duty hours and has been placed on standby status;
- 2.24. 'swing shift'** means an eight (8) hour shift that starts from 15:00; and
- 2.25. 'week'** means a period of seven consecutive days within which the working week of an employee falls ordinarily.

### **3. INTRODUCTION**

The Department's mandate is to ensure the protection and conservation of the environment by promoting sustainable development through regulating and managing the utilisation of natural resources and promotion of tourism within the Limpopo Province. LEDET is the custodian of biological assets that are extremely valuable, it is therefore essential to have employees on duty round-the-clock. LEDET also has hospitality staff that need to provide services to guests round-the-clock.

### **4. PURPOSE AND OBJECTIVES**

The purpose and objectives of this policy are as follows:

- 4.1 To ensure utilisation of human resources and other relevant resources in an effective and efficient manner.
- 4.2 To introduce shift work within the Department fairly and in line with all the relevant prescripts.
- 4.3 To ensure that measures are put in place for shift work implementation to achieve optimum efficiency.
- 4.5 To ensure that shift work hazards are monitored and controlled.
- 4.6 To ensure that this policy is only implemented after Technical Management Guidelines and Procedures for shift work have been approved and are implemented by the employer.

### **5. AUTHORITY OF THE POLICY**

The policy is issued under the authority of the Member of the Executive Council as the Executive Authority and the Head of Department as the Accounting Officer for LEDET.

### **6. LEGAL FRAMEWORK**

This Shift Policy is guided by the following legal prescripts:

- 6.1 The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) as amended
- 6.2 Public Service Act 1994 (Act No. 103 of 1994)

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6.3 Public Finance Management Act of 1999 (Act No. 1 of 1999) as amended

6.4 Public Service Regulations, 2016

6.5 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)

6.6 Code of Good Practice on the Arrangement of Working Time, Government Gazette,  
13 November 1998 No.19453 P. 122f, No. R. 1440 13 November 1998

6.7 The Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)

6.8 Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993)

6.9 Mine Health and Safety Act, 1996 (Act No. 19 of 1996)

6.10 Labour Relations Act, 1995 (Act No. 66 of 1995)

6.11 Skills Development Act, 1998 (Act No. 97 of 1998)

6.12 Employment Equity Act, 1998 (Act No. 55 of 1998)

## **7. SCOPE OF APPLICATION**

This policy is applicable to all LEDET employees employed in terms of the Public Service Act.

## **8. POLICY PRONOUNCEMENTS**

This policy is designed and intended to introduce shift work within the Department in line with all the legal prescripts governing employment within the Public Sector. Employees within the Department may be required to perform shift work in order to enhance and facilitate flexible operations. LEDET aims to reduce the impact of shift work by ensuring compliance with all relevant legislation which govern shift work within the Public Sector. This policy has been developed to enhance service delivery.

### **8.1 SHIFT SYSTEMS**

8.1.1 Any work done in excess of 40 hours a week will be regarded as overtime. (Refer to LEDET overtime policy). The following shift systems shall be applicable:

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### **(a) Eight Hour shift**

Eight-hour shift is a system that allows employees to render services for eight hours per shift, and on average five times per week.

### **(b) Twelve-hour shift system**

Twelve-hour system is a system that allows employees to render services for twelve hours per shift, and on average three or four times per eight-day cycle.

### **(c) Forty - hour flexi system**

In order to enhance service delivery, it may be necessary for certain work stations not to operate within a fixed shift system, but rather according to service delivery needs. Employees may be utilised to render services for a period of between eight and twelve hours per day (normal working hours) provided that:

- (i) Any flexi-system must solely be implemented for the purposes of enhancing service delivery;
- (ii) Any service arrangement must first be meaningfully consulted with employees and their recognised employee organisations at a particular work station before the introduction thereof. A written record of the said consultation must be kept;
- (iii) The daily hours of work should not exceed twelve hours (excluding overtime);
- (iv) The weekly hours of work should not exceed forty hours (excluding overtime);
- (v) The employee must perform duties on not less than four occasions in a week and not more than five occasions per week;
- (vi) A daily rest period of at least 12 consecutive hours between ending and resumption of work and a weekly rest period of at least 36 consecutive hours, which does not include a Sunday is granted;  
and
- (vii) The services must be rendered uninterruptedly until completion of shift.



## **8.2 MANAGING SHIFT WORK**

To ensure the effectiveness of shift work, the following aspects have to be taken into consideration:

8.2.1. It is the responsibility of an employer to continuously monitor employees who work shift hours.

Employees with special needs should be considered when allocating shifts in order to accommodate their needs. The following aspects need to be taken into consideration when shift work is introduced:

(a) Health problems such as shift lag,

(b) Safety problems;

(c) Performance problems and

(d) Coping strategies for shift workers.

8.2.2. Permanent night shifts should be avoided.

8.2.3. Employees who are involved in shift work need to be trained and informed of the hazards of shift work, health and safety measures, performance problems and social aspects associated with shift work.

8.2.4. Shift workers should be involved when designing shift schedules to minimise negative effects of shift work and maintain productivity.

8.2.5. Employees should have access to the shift schedule in advance.

8.2.6. Control measures should be put in place to curb absenteeism and late coming.

## **8.3 STANDBY DUTIES**

8.3.1 An employee can be placed on standby for a period not exceeding 14 calendar days per month.

8.3.2 An employee who does not qualify for the service allowance but is placed on standby will receive a standby allowance at an hourly rate calculated as follows:  
annual pensionable salary/(250/8x8.50) x the number of weeks on standby.

8.3.3 An employee is put on standby in order to be available when called to come to work if a need arises for a period agreed upon between the employee and the employer.

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## **9. ROLES AND RESPONSIBILITIES**

### **9.1 HEAD OF DEPARTMENT**

The HOD or duly delegated official (Deputy Director General or Chief Director) shall have the responsibility to ensure that contingencies as set out by the technical guideline and procedure for implementation of shift work

are met and to capacitate all employees on how shift work will be implemented

### **9.2 DIRECTOR**

**A Director shall have the responsibilities to:**

- (a) Ensure that control measures for monitoring shift workers are in place and are adhered to
- (b) Ensure the schedules for shift workers are always up to date; and
- (c) Evaluate reports on shift work and come up with solutions if need be.

### **9.3 SUPERVISORS**

Supervisors shall: have the following responsibilities:

- (a) Identify employees who will be involved in shift work.
- (b) Develop a shift schedule.
- (c) Monitor and control the implementation of shift work.
- (d) Ensure that employees are informed of their shift schedule 30 days before the shift starts.
- (e) Ensure there are officials on standby in case of unforeseen circumstances.

### **9.4 SHIFT WORKERS**

Shift workers shall be responsible for the following:

- (a) Comply with and abide to a developed shift work schedule;
- (b) Inform a supervisor at least 5 hours' prior the commencement of shift if unable to come to work due to unforeseen circumstances;

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- (c) Provide reason/s for failure to commence duties at a required time and state the anticipated date of return to work;
- (d) Timeously submit a request for change of shift to a Supervisor/Manager for further handling;
- (e) Sign attendance registers or comply with and abide by control measures in place at all times;
- (f) Conduct their work in a way as to protect their own occupational safety and health and that of others.

## **9.5 DIRECTOR: HUMAN RESOURCES MANAGEMENT**

**The Director for Human Resource Management shall be responsible for the following:**

- (a) To ensure the relevant legal prescripts are adhered to when implementing the policy.
- (b) To audit all human resources processes of shift work.

## **10. DEFAULT**

Employees who fail to comply with the provisions of this policy shall be dealt with in terms of the Public Service Disciplinary Code of Conduct and Procedures.

## **11. INCEPTION DATE**

The inception of this policy is dependent on LEDET conforming to standards as set out in the Technical guideline and procedure for the implementation of the shift work policy.

## **12. REVIEW**

This policy shall be reviewed every 60 (sixty) months.

## **13. TERMINATION**

This policy shall remain in force until it has been withdrawn or amended.

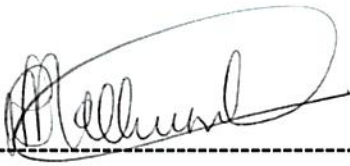
## **14. ENQUIRIES**

Enquiries regarding this policy shall be directed to the Director: State Owned Nature Reserves.

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**15. APPROVAL**

Approved by:

  
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**HEAD OF DEPARTMENT: LEDET**

  
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**DATE**