



**THE BASIC HUMAN RESOURCES SYSTEMS NEEDED
BY SMALL TO MEDIUM SIZED ENTERPRISES FOR
THE EFFICIENT AND EFFECTIVE MANAGEMENT OF
THEIR STAFF**

Presented by Isabella Steyn
RISMA Remuneration and HR Outsourcing Services
SABI National Congress June 2009

ESSENTIAL SYSTEMS



- **JOB DESCRIPTION AND A JOB EVALUATION SYSTEM**
- **CONTRACT OF EMPLOYMENT**

- **LEAVE POLICY AND ATTENDANCE SYSTEM**
- **CONDITIONS OF EMPLOYMENT POLICY**

- **PAYROLL SYSTEMS PROVIDING PAYSHEET, MONTHLY REPORTS SUPPORTED BY A PERSONNEL FILING SYSTEM**



- **RECRUITMENT AND SELECTION POLICY AND PROCEDURE**
- **INDUCTION AND PROBATION POLICY AND PROCEDURE**

- **DISCIPLINARY CODE AND PROCEDURE**

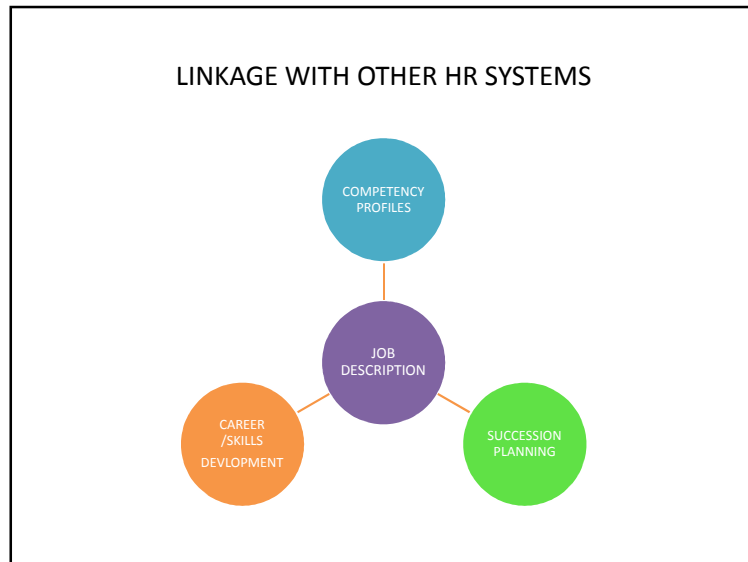
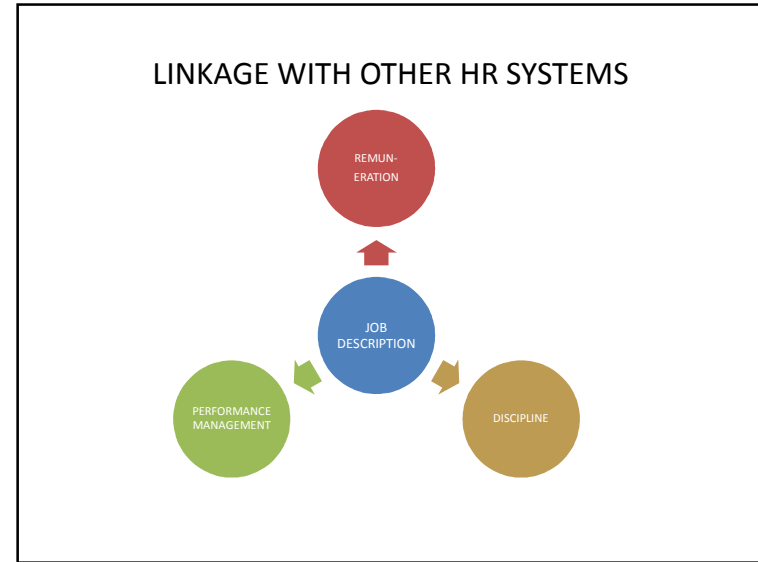
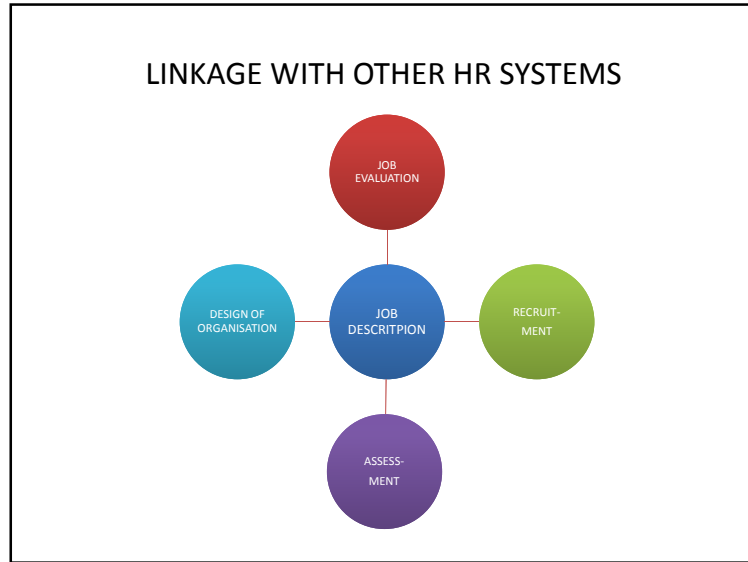
JOB DESCRIPTION AND JOB EVALUATION



- **CONTENT OF A JOB DESCRIPTION:**
- Job information
- Primary purpose and key performance areas
- Position within the company
 - positions above, below, direct reports, internal and external customers
- Degree of supervision needed, planning, deadlines, budget responsible for
- Job specifications:
 - educational level
 - training necessary
 - legal requirements
 - experience needed
- Description of tasks
 - 6 to 8 key performance areas
- **COMPETENCY PROFILE**

**BENEFITS OF A JOB EVALUATION SYSTEM
BASED ON JOB DESCRIPTIONS**

- A well-designed job description provides accurate and detailed information about jobs in a form that directly facilitates the design and management of numerous human resources systems.



PAYROLL SYSTEM

- **PAYROLL SYSTEM WITH INTEGRATED HUMAN RESOURCES SYSTEM THAT CAN BE ADDED AS COMPANY GROWS e.g.**
 - Leave
 - Personnel History
 - Skills Development
 - Employment Equity
- **PAYSLIPS**
- **MONTHLY MANAGEMENT REPORTS**
- **LEGISLATIVE UPDATES AND TRAINING**
- **MANUAL FILING SYSTEM**




CONTRACT OF EMPLOYMENT

- **CONTENT:**
- Description of position
- Job content – key performance areas or job description added
- Probation period
- Remuneration and Benefits
- Leave provisions
- Hours of work (normal and overtime)
- Other policies, procedures practices binding on employees
- Confidentiality
- Termination and notice period
- Whole agreement
- **ACCEPTANCE FORM**
- **COPY ON PERSONNEL FILE**






BENEFITS OF A CONTRACT OF EMPLOYMENT

- Lays the foundation of the employment relationship between the parties by containing the basic rights and duties of the employee and the company towards on another.
- Provides clarity with regard to job content and conditions of employment and benefits to employee and management alike
- Lays the basis for consistent and fair employment practices in the company as all employees must receive the standardised contract.
- This practice ensures complies with the BCEA.
- If no policies ,contract must be longer to contain all the employment conditions.
- If there are policies, contract can be short and sweet and easy to understand– 6-8 pages supported by policies that can be changed to suit business needs.





LEAVE POLICY AND PROCEDURE

- **COMPANY DECIDES ON LEAVE BENEFITS OFFERED WITH REGARD TO ALL TYPES OF LEAVE SPECIFIED IN BCEA:**
 - annual
 - sick
 - maternity
 - family responsibility
 - public holidays
- **CONSIDER INCLUDING RULES WITH REGARD TO OTHER TYPES OF LEAVE:**
 - unpaid leave
 - abuse of sick leave
 - special leave
 - court appearances
 - long service leave or awards
- **PROCEDURE TO FOLLOW WHEN APPLYING AND AUTHORISING LEAVE**
- **LEAVE FORM – PERSONNEL FILE**
- **ATTENDANCE REGISTERS**


BENEFITS OF LEAVE POLICY AND ATTENDANCE SYSTEM

- An expensive Benefit is tightly managed to prevent risk turning into loss
- Attendance is controlled daily, registers filled in and outstanding leave forms and supporting documentation followed up on and forwarded to Payroll Department for input onto data base
- Annual leave entitlement available reflected on pay slip to enable employee to self manage his/her leave
- Monthly leave reports enable management to manage and control taking of leave and to spot trends
- Unacceptable absenteeism can be measured and abuse addressed immediately – abuse of sick leave, late coming, awol.

CONDITIONS OF EMPLOYMENT POLICY

- **PURPOSE: SETS OUT ALL THE CONDITIONS OF EMPLOYMENT APPLICABLE TO EMPLOYEES IN THE COMPANY INCLUDING amongst others:**
 - Contract of Employment
 - Staff movement and changes in status
 - Termination of employment/Notice Period
 - Remuneration Package and the payment thereof
 - Performance Management
 - Job Evaluation System
 - Loans and Advances
 - Retirement Age
 - Office hours and hours of work, overtime
 - Aids and other Life Threatening Diseases
 - Discipline and Grievance Handling
 - Training and Development
 - Other HR Policies and Procedure to come
- **BENEFIT – Compliance with the BCEA and clarity of employment conditions offered and HR systems operated by the company**






PAYROLL SYSTEM

- **PROFESSIONAL PAYROLL SYSTEM THAT INTEGRATES WITH ADDITIONAL HR MODULES ADDED TO ACCOMMODATE BUSINESS GROWTH**
 - Leave
 - Personnel History
 - Employment Equity
 - Skills Development
- **PAYSLIPS ISSUED- BCEA**
- **MONTHLY MANAGEMENT INFORMATION REPORTS**
- **ANNUAL STATUTORY REPORTS**
- **PAYROLL SUPPORTED BY A MANUAL PERSONNEL FILING SYSTEM**




RECRUITMENT AND SELECTION POLICY

- **CONTENT:**
 - Provide a Recruitment and Selection Process that will ensure that the appropriate caliber staff are recruited, placed and promoted within the organisation.
 - Recruitment and Selection Process to be based on:
 - Clear and detailed job description and competency profile for the job
 - Internal and external advertising-fairness
 - Selection criteria determined based on inherent requirements of the job
 - Shortlisting.
 - Selection Process and Tools such as:
 - Structured Interview by Selection Panel
 - Behavioural Assessment
 - Psychological/Psychometric Assessment
 - Reference Checks
 - Appointment of Candidate
 - Induction

INDUCTION AND PROBATION POLICY

- **INDUCTION ACTIVITIES ENSURES THAT:**
 - Employees are informed as to the purpose, vision and values of the company and his/her department as well its business products and processes and structure
 - Employees meet colleagues, customers and are given a tour of the facilities
 - The line manager will discuss:
 - the employees role, functions responsibilities and expected performance standards and goals as contained in the contract and job description.
 - what the company considered as unacceptable behaviour and conduct as per the disciplinary code
 - other conditions of employment and ensure employee reads and understands HR policies
 - The requirements of the probation period



INDUCTION AND PROBATION (CONT.)

- **PROBATION PERIOD ACTIVITIES INCLUDE:**
 - Clearly stated probation Period
 - Regular evaluation discussions on actual employee performance held between manager and employee.
 - Based on improvement needs identified, line manager must:
 - Investigates reasons
 - Give employee instruction, training, guidance or counseling to remedy matter
 - Ensure measures short of dismissal considered and implemented to correct poor performance
 - Give employee opportunity to state his/her case
 - Line manager must keep written record of discussion and improvement plans
 - One month before end of probation, the line manager must meet with employee to discuss way forward. Termination interview is similar to a dismissal enquiry and employee has right to representation. Written notice of termination must be given.
 - Probation period may be extended by agreement if line manager not satisfied with performance.



BENEFITS OF INDUCTION AND PROBATION

- Induction ensures that the employee is:
 - aware of and understands what is expected of him/her in the job,
 - how and where his/her job fits into the activities of the rest of the company
 - How his/her performance and behaviour will contribute to the success of the company
 - Is aware of the consequences of unacceptable performance and behaviour
 - Understands that he/she will be performance managed during probation and that their employment may be terminated due to lack of capability and suitability
- The Probation Period will ensure that:
 - Thee employee have the opportunity to assess the company for **suitability and fit** while
 - The company have the opportunity to assess the employee's **capacity to do the work and their suitability for the job.**
- **FOCUS ON REQUIREMENTS OF POLICY WILL ENSURE THAT COMPANY ONLY EMPLOYS CAPABLE AND SUITABLE STAFF MEMBERS**
- **ENSURE COMPLIANCE TO LRA**
- **MINIMISE INDUSTRIAL RELATIONS PROBLEMS**



DISCIPLINE AND GRIEVANCE HANDLING

- **PURPOSE:**
- The Disciplinary Policy and Procedure provide guidelines and a procedures to be used by the company in the event of unsatisfactory behaviour or performance by an employee.
- **CONTENT:**
 - Makes clear distinction between Misconduct and Incapacity
 - **MISCONDUCT = DISCIPLINARY/CORRECTIVE ACTION**
 - Principles
 - Disciplinary Code –List of infractions
 - Disciplinary Procedure
 - Disciplinary Action that can be taken
 - Forms to document substantive and procedural facts – Personnel File
 - **INCAPACITY = COUNSELING PROCEDURE**
 - Ill Health
 - Poor Performance
 - Performance Improvement Programme = corrective action steps
 - Forms to document discussion and action steps decided upon- Personnel File
- **TRAINING OF MANAGEMENT AND STAFF**
- **BENEFITS**
- **Clear standards, consistent and fair procedure and application of discipline leads to better relationships, trust in management and less labour problems**