



**PLACEMENT FRAMEWORK AND
PROCEDURE
FOR
NON-MANAGEMENT LEVELS**

SEPTEMBER 2011

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1. INTRODUCTION

- 1.1 The State Information Technology Agency (SITA and/or the Agency used interchangeably) has experienced a number of challenges which have led to a turnaround strategy being approved by Parliament.
- 1.2 The turnaround strategy seeks to realign the way in which the organisation is configured so that the mission and mandate of the organisation can be met. The primary emphasis of the turnaround strategy is to improve end-to-end service delivery.
- 1.3 Effective implementation of the turnaround strategy will require the design of a new organisational structure and the placement of suitably skilled and experienced staff at all levels of the organisation.
- 1.4 It now remains for the new structure to be populated in a fair manner with suitable staff, to ensure that SITA is able to meet its mandate.

2. DEFINITIONS

- 2.1. **“Acting”** means a scenario where an employee is assuming the roles and responsibilities of another post in the structure, other than the post that he/she was formally appointed into, and where the employee has not been subject to a fair and transparent competitive recruitment process in respect of the post in which he or she is acting.
- 2.2. **“CEO”** means the Chief Executive Officer of SITA, or his delegate.
- 2.3. **“Close Match Approach”** means an assessment of the degree to which the outputs of the post in the new structure matches the outputs of the post in the old structure.
- 2.4. **“Competencies”** means the combination of knowledge, skill, experience and attributes needed to perform successfully in a role.
- 2.5. **“Competitive Placement”** means the process where an employee is required to apply and go through a selection process for the appointment to a post in the new organisational structure.
- 2.6. **“SITA” and/or “the Agency”** means the State Information Technology Agency.

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- 2.7. **“Direct Placement”** means the process of confirming an employee directly into a post in the new organisational structure which is the same as or substantially similar to a post in the old organisational structure.
- 2.8. **“ED”** means an Executive Director of SITA, a direct report of the CEO, or his/her delegate.
- 2.9. **“Displaced Employee”** means a SITA employee who has temporarily or permanently not been accommodated in the new organisational structure.
- 2.10. **“Job Content”** means the written summary of the main functions or key performance areas of a particular post.
- 2.11. **“LRA”** means the Labour Relations Act, 66 of 1995.
- 2.12. **“New Post”** is a post in the new structure where the roles and responsibilities and position requirements of the post did not exist, either at all or in substantively the same form, in the old structure, distinct from a vacancy, which could be either a new or existing post.
- 2.13. **“Parties”** mean SITA and its Staff.
- 2.14. **“Pool”** means the virtual grouping of SITA employees who cannot be placed into the new organisational structure.
- 2.15. **“Redeployment”** means the process of appointing a displaced SITA employee from the corporate pool to a post in the new structure in accordance with the Agency’s operational needs.
- 2.16. **“Retraining/reskilling”** means the process to be undertaken in an endeavour to prepare an employee, within a reasonable period of time, to perform the inherent requirements of a job in the new structure.
- 2.17. **“Secondment”** means a scenario where an employee is assigned from his/her existing post in the Agency, to another post, within the Agency, and where the employee has not been subject to a fair and transparent competitive recruitment process in respect of that assigned post.
- 2.18. **“Staff”** means all SITA employees at levels C3C5 and below of the old organisational structure.
- 2.19. **“Organised Labour”** means the Public Servant’s Association (PSA) and the Communication Worker’s Union (CWU).

3. EFFECTIVE DATE AND DURATION

- 3.1 This Framework and Procedure will come into effect for the purposes of placing SITA Staff into the new organizational structure.
- 3.2 This Framework and Procedure will come into effect on the date that it is signed and assented to by the CEO.
- 3.3 This Framework and Procedure will lapse and cease to be of any further force or effect at the point that the placement of Staff into the new organisational structures has been finalized, or a date determined by the CEO.

4. APPLICATION

This Framework and Procedure applies to Staff within SITA.

5. PURPOSE

The purpose of this Framework and Procedure is to regulate the placement of all Staff, from posts in the old organisational structure to posts in the new organisational structure, based on the closest match of the outputs and/or inputs for the respective posts in the old and new structure.

6. CODE OF CONDUCT

- 6.1 SITA and its employees shall adhere to the following standards of conduct throughout the placement process. To this end, SITA and its employees shall, in addition to their usual legal requirements –
 - 6.1.1 Adhere to the placement principles, guidelines and procedures contained in this Framework and Procedure;
 - 6.1.2 Disseminate all information based on facts and not speculation;
 - 6.1.3 Act in the best interests of SITA and its service delivery obligations;
 - 6.1.4 Operate in a respectful and courteous manner toward one another;
 - 6.1.5 Respect the confidentiality of and, subject to Section 16 of the LRA, not disclose confidential information;

- 6.1.6 Display their willingness and commitment to this process;
- 6.1.7 Provide sufficient notice of their inability to attend a meeting or to meet a deadline, and will refrain from doing so where reasonably avoidable; and
- 6.1.8 Disclose upfront all possible conflicts of interests and recuse themselves where there is or may appear to be a conflict of interest.

7. PLACEMENT OBJECTIVES AND PRINCIPLES

- 7.1 This Framework and Procedure is supported by the principles and objectives set out below. They are not exhaustive. The placement process is to be guided by the objectives, principles and overall spirit of this Framework and Procedure. Those are, in essence, to –
 - 7.1.1 Ensure uninterrupted and orderly service delivery during the placement and orientation of members into the new organisational structure;
 - 7.1.2 Facilitate the optimal utilisation of employees and maximise their developmental capacities;
 - 7.1.3 Act fairly and consistently throughout;
 - 7.1.4 Provide for a fair and transparent procedure that minimises claims and disputes and provides certainty to employees as soon as reasonably possible;
 - 7.1.5 Provide for a specialised internal grievance resolution mechanism to deal with placement grievances promptly and efficiently to minimise the referral of disputes in terms of the LRA where employees remain aggrieved at a placement decision;
 - 7.1.6 Communicate regularly with employees to mitigate fear and uncertainty and to generally encourage constructive participation in the process;
 - 7.1.7 Give effect to SITA's employment equity objectives and plans, and to adapt those as and when they emerge in the placement process;
 - 7.1.8 Prioritise the placement of existing employees as far as reasonably possible;

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- 7.1.9 Facilitate and promote the development and multi-skilling of employees by allowing appointment of employees into other areas in which they may hold appropriate skills and experience;
- 7.1.10 Enforce the principle that incumbents in acting and seconded positions have no superseding right to placement within those positions in the new structure;
- 7.1.11 Ensure that sufficient and adequate resources be provided for the efficient application of this Framework; and
- 7.1.12 Act in accordance with the overriding principle to ensure improved service delivery; that all members to be placed must be suitably qualified or have the capacity to become suitably qualified within a reasonable period of time to properly perform the functions of the post as aligned to SITA's mandate.

8. PLACEMENT PROCESS AND PROCEDURE

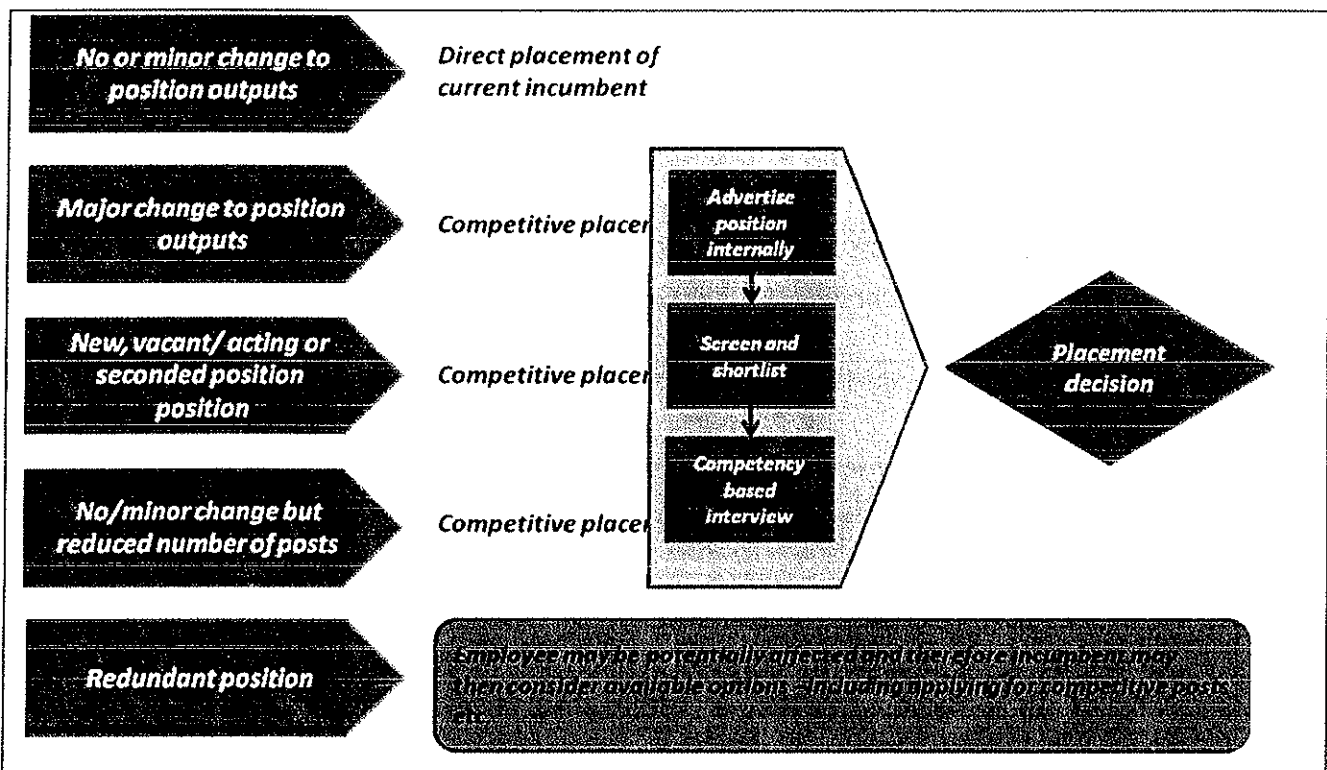
8.1 Classification of posts

- 8.1.1 **Placement** is the process of appointing employees from one post in the old organisational structure to another post in the new organisational structure.
- 8.1.2 Placement can take place by means of the following processes:
 - a) **Direct Placement** is the process of confirming an employee, directly into a post in the new organisational structure which is the same or substantially similar to a post in the old organisational structure; OR
 - b) **Competitive Placement** is the process where an employee is required to apply and go through a selection process for the appointment to a post in the new organisational structure.
- 8.1.3 The Classification Committee, will review the posts in the new structure and classify each post by comparing the job description of the old and new position in order to assess the extent of change. Posts will be classified according to the degree of change, as follows—
 - a) **Unchanged Post:** is a post in the new organisational where the outputs remain the same when compared to a post in the old organisational structure.

- b) **Substantially Changed Post:** is a post in the new structure where the outputs of the post have changed by fifty percent or more, when compared to a similar post in the previous structure.
- c) **New Post:** is a post in the new structure where the roles and responsibilities and position requirements of the post did not exist, either at all or in substantively the same form, in the old structure.
- d) **Redundant Post:** is a post that no longer appears in substantially the same way in the new structure as it did in the previous structure.

8.1.4 In order to confirm that a position in the new structure is classified as substantially changed, the job description of the old and new position will be weighed up against each other.

The figure below illustrates the placement process:



8.2 Direct Placement

8.2.1 Staff will be placed directly into a post in the new structure that is the same or substantially similar to their post in the old structure.

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- 8.2.2 Unchanged posts may be classified as competitive posts, where there are fewer unchanged posts in number in the new structure than there were in the old structure.
- 8.2.3 The current incumbent will be issued with a letter confirming his/her appointment into the new structure.
- 8.2.4 Terms and conditions of employment may be renegotiated.
- 8.2.5 The date of transition into the new structure will be communicated in writing, as and when the internal and external recruitment and placement process is sufficiently complete to ensure a smooth transition and minimal disruption to operational requirements.
- 8.2.6 The role profile may be amended to accommodate minor changes to the position.
- 8.2.7 A new performance agreement will be negotiated and concluded.
- 8.2.8 The Employee will be entitled to apply for no more than one (1) competitive position in the structure during the competitive placement process.

8.3 Competitive Placement

8.3.1 Competitive placement will take place when:

- a) The post in the new structure is classified as unchanged but where there are fewer unchanged posts in number in the new structure than there were in the old structure; or
- b) The post is classified as a substantively changed post, i.e. the post in the new structure where the inputs and outputs of the post have changed by fifty percent or more, when compared to a similar post in the previous structure; or
- c) The post is a new post; or
- d) The post is a vacant post, i.e. a post that exists on the new structure and was not occupied by an incumbent in the old structure or the post was occupied by an acting or seconded employee in the old structure; or
- e) The post is unchanged but there are fewer posts in the new structure as compared to the old structure.

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- 8.3.2 The Relevant Executive and/or his delegate will determine the fair and objective selection criteria for each post to be advertised. The fair and objective selection will be defined in the role profile of each post to be advertised.
 - 8.3.3 The employee, who best meets the selection requirements for the post, including the required competency assessment score, will be placed into the post in the new structure.
 - 8.3.4 Panel interviews will be conducted for all competitive positions. Interview panels shall be appointed by the Relevant Executive or his/her delegate.
 - 8.3.5 The Interview Panel shall make a recommendation on the most suitable candidate for the position, which recommendation shall be submitted to the Relevant Executive for a placement decision to be taken.
 - 8.3.6 The date of transition into the new structure will be communicated in writing as and when the internal and external recruitment and placement process is sufficiently complete to ensure a smooth transition and minimal disruption to operational requirements.
 - 8.3.7 Terms and conditions of employment may need to be renegotiated prior to appointment into any competitive position.
- 8.2 New performance agreements will be negotiated and concluded.

9. DISPLACED EMPLOYEES

- 9.1 In order to give effect to one of the key objectives of this Framework and Procedure - to minimise job losses as a result of implementing the new organisational structures – SITA will implement the following mechanisms and steps, in respect of Employees who cannot be placed into the new structures;
 - 9.1.1 Accommodation in the corporate pool, whilst an alternative is being considered; and/or
 - 9.1.2 Consideration for an early retirement package, as per the rules of the relevant Funds; and/or
 - 9.1.3 Reskilling, where it is reasonable and appropriate to do so; and/or
 - 9.1.4 As a last resort, consideration of transfer and/or redeployment possibilities either within SITA and/or external to SITA; and/or
 - 9.1.5 Application for a Voluntary Separation Package (VSP), in terms of the rules and requirements of such a package.

10. PLACEMENT COMMITTEE

10.1 Functions of the Committee

10.1.1 The functions of the Committee are to –

- a) Ensure and oversee the fair and consistent application of the placement process as contemplated by this Framework and Procedure.
- b) Ensure that the placement process is finalised and signed off as completed on the date of finalisation, which date or any other date approved by the CEO will be the date on which this Framework and Procedure will expire.
- c) Consider all submissions made by the person or persons appointed by the CEO for the placement of Staff into the new structures.
- d) Communicate all placement decisions taken by the Relevant Executive to Staff.
- e) Investigate, report and/or make recommendations to the Relevant Executive on any other matter that it is empowered to in terms of this Framework and Procedure.

10.2 Powers of the Committee

10.2.1 The Committee is empowered to consider and make recommended decisions to the Relevant Executive in whose portfolio the placements are being considered, on all matters relating to placement proposals submitted to it, and issues relating thereto.

10.2.2 In making its recommendation to the Relevant Executive, the Committee may either confirm or reject any placement proposal submitted to it.

10.2.3 Subject to the Relevant Executive's prior written approval, the Committee may invite any other persons to attend meetings or otherwise assist the Committee in discharging its obligations.

10.2.4 The Committee should evaluate its own performance on a regular basis to ensure ongoing compliance with this Framework and Procedure, and for the purposes of recommending continuous improvements that may be made to ensure the efficient and effective placement of Staff.

10.3 Establishment of the Committee

10.3.1 Placement Committees will be convened for each Executive Portfolio, to consider the placements of staff in that Executive Portfolio.

10.3.2 The Committee will be comprised of a maximum of five members, including the Relevant Executive, who will act as the Chairperson.

10.3.3 The Members of the Committee will shall be nominated by each Executive and confirmed by the CEO, prior to constitution of each Committee.

10.3.4 The Committee will be supported by a secretariat.

11. PLACEMENT DECISIONS

- 11.1 The Classification Committees will, within the time periods determined by the Placement Committee, submit to the Committee for consideration, their proposals on the placement of staff into the new structure.
- 11.2 The Classification Committee will, within the time periods determined by the Placement Committee, submit to the Placement Committee for consideration, their proposals based on the classification outcomes, on Managers to be directly placed into the new organisational structure and Managers who may be potentially affected as a result of the post being classified as a competitive post.
- 11.3 The information submitted to the Committee must, at the very least, include, in respect of each Employee:
- a) The titles of the old and new posts;
 - b) The competencies, key responsibilities, skills, knowledge and experience required of the old and new posts;
 - c) Classification of the posts; and
 - d) Recommended placement of Staff into the new structure or the pool, based on the classification outcomes.
- 11.4 All relevant documentation must be included where possible to enable the Committee to obtain a full assessment of the placement proposals.
- 11.5 The Committee will consider the submissions and either confirm or reject, with written reasons, the recommendations submitted to it, all of which must be submitted to CEO in respect of all Staff, within 10 working days from the date of receipt of the recommendations.
- 11.6 The CEO and and/or person appointed by the CEO will thereafter make a final determination within 5 working days of receiving the Committee's recommendations.
- 11.7 The CEO and/or person appointed by the CEO will refer the outcome back to the Committee who will then notify the Employee, in writing, of the decision and any reasons for that decision.
- 11.8 The Committee must advise the Employee of the right to lodge an objection to any aspect of his or her placement or displacement in accordance with the procedures set out in this Framework and Procedure.

12. PLACEMENT OBJECTIONS

- 12.1 For the purposes of this placement process, placement objections shall not be dealt with in accordance with SITA's existing grievance framework.
- 12.2 Staff aggrieved at any decision regarding their placement or displacement, or any aspect of the placement process in general, may refer their objection to a nominated Committee of the Board of SITA (or such other person or Committee delegated to do so by the Board, other than those persons involved in the initial placement decision) in accordance with the procedures set out below.
- 12.3 The Board will constitute an Objections Committee to carry out any functions or duties assigned in terms of this Framework and Procedure. The Objections Committee shall consist of a maximum of three members, including two nominated Board members and nominated independent specialist; who shall all be appointed by the Board.
- 12.4 The nominated Committee of the Board must make a written determination that either upholds or rejects, in whole or in part, a Employee's objection.
- 12.5 The Objections Committee may call upon the parties concerned, and any other relevant persons, to make oral or written representations, as deemed appropriate in the circumstances.

12.6 Lodging a Placement Objection

- 12.6.1 An aggrieved Employee may lodge a written objection to the a nominated Committee of the Board of SITA (or such other person or Committee delegated to do so by the Board, other than those persons involved in the initial placement decision), which must contain sufficient detail to enable the nominated Committee of the Board to make an informed decision.
- 12.6.2 The objection must be lodged within 10 working days of the aggrieved Employee receiving written notification or publication from the Committee of the placement decision pertaining to that Employee.
- 12.6.3 The nominated Committee of the Board should, as far as reasonably possible, consider the objection within 15 working days from the date of receipt of the objection.

12.7 Placement Objection Decisions

- 12.7.1 The nominated Committee of the Board must make a finding, either settlement or dismissal of the objection, within 15 working days of receiving the objection.

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- 12.7.2 In making any finding, the nominated Committee of the Board must do so with reference to what is fair in all the circumstances in accordance with this Framework and Procedure, any applicable laws or authority, and have regard to the principles of good practice.
- 12.7.3 The nominated Committee's findings must be in writing, include a summary of the reasons for the finding. The nominated Committee's finding must be sent to the CEO, Employee, and relevant Executive Director.
- 12.7.4 Where the Employee's objection has not been upheld, the nominated Committee of the Board must advise the Employee of his/her right to refer a dispute externally.