

**LEAVE MANAGEMENT FOR PROMOTING ORGANISATIONAL EFFICIENCY IN
THE DEPARTMENT OF CORRECTIONAL SERVICES AND THE DEPARTMENT
OF HOME AFFAIRS: PRETORIA REGION**

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degree *Master of Arts in Development and Management* at the (Vaal Triangle
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DECLARATION

I DECLARE THAT THE MINI-DISSERTATION TITLED “**LEAVE MANAGEMENT FOR PROMOTING ORGANISATIONAL EFFICIENCY IN THE DEPARTMENT OF CORRECTIONAL SERVICES AND THE DEPARTMENT OF HOME AFFAIRS: PRETORIA REGION**” IS MY OWN WORK AND THAT ALL THE SOURCES THAT I HAVE QUOTED HAVE BEEN INDICATED AND ACKNOWLEDGED BY MEANS OF COMPLETE REFERENCE.

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Generally, studying has never been an easy journey for completing a research project. The journey is challenged by a lot of challenges which are sometimes difficult to overcome. Through such challenges I was able to overcome the hills and the heavy storms. Working through the demanding constrained time-frames and irregular hours this study was indeed a success to me. Hence I want to acknowledge the people who gave me hope and moral support to achieve this milestone. From the bottom of my heart I would like to pass my sincere and humble gratitude to the following people:

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ABSTRACT

The framework of this study is based on the reforms of human resource leave management in the field of public administration for the South African public sector. The researcher's interest lies in the increasing complexity of leave management development pertaining to policy-making, administrative processes and efficiency in the South African public sector. This study aimed to assess leave management at the Department of Correctional Services (DCS) and the Department of Home Affairs (DHA). The DCS and DHA form part of the seven departments in the Justice, Crime Prevention and Security Cluster. The study aimed to assess the coping strategies of the two departments especially with the services rendered in a tight schedule and constraints. Furthermore, this study was also influenced by the findings of the investigations led by the Public Service Commission (PSC) which aimed to determine effectiveness of leave management in the South African Public Service.

The objectives of this study were realised by means of a literature review and research instruments. The literature review was consulted to understand the context of leave management. This study applied the qualitative technique for reporting data. The interviews were used to ascertain the processes of managing leave whereby two sets of questionnaires were developed. The interviews posed the questions to the management of the DCS and DHA and the employees of the two departments.

The management of annual leave entitlements is important to maintain the wellbeing of the employees, an organisation's productivity and to help minimise associated financial implications incurred. The study found that the accrual of leave by public servants is a practice with significant financial implications for the state as employer. If leave is not managed and controlled effectively it can result in substantial losses in terms of unwarranted expenditure. The financial and other implications of leave prompted an investigation by the P S C aimed at determining how effective leave is managed in the Public Service. The study also found that reasonable measures were put in place for managing leave in the public sector. The office of the Health Risk Manager was developed to manage the process for approving the leave of absence as it relates to temporary incapacity leave, permanent incapacity leave and the occupational diseases.

The empirical surveys conducted indicated that the two departments are well equipped for managing leave as they are required by labour law. The practices of planning, communication, control measures were also proven to be utilised in the two departments. The two departments render their services in a constrained manner, however the management has attempted to ensure that service delivery is not compromised when some of the members are on leave. Leave entitlements forms part of the accountability framework for the public sector especially when leave is attached to financial resources which are part of public money.

In conclusion this study concludes that the public sector must consider the employee assisted systems for applying for leave. Such practices could also enhance the administrative backlogs encountered when recording leaves. Application of leave through such systems may also improve the productivity of the leave officers and reduce the cost of administrative resources.

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CHAPTER 1 INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

The framework of this study is based on the reforms of human resource leave management in the field of public administration for the South African public sector. This study aims to compare leave management at the Department of Correctional Services (DCS) and the Department of Home Affairs (DHA) and to improve overall efficiency in both the DCS and DHA. The researcher's interest lies in the increasing complexity of leave management development pertaining to policy-making, administrative processes and efficiency in the South African public sector. Furthermore, this study is also influenced by the findings of the investigations led by the Public Service Commission (PSC) which aimed at determining effectiveness of leave managed in the South African Public Service. In this chapter the orientation and background to the study is discussed. The problems relating to leave management are discussed. The questions that are set for analysing leave management are also presented in this chapter. This chapter concludes with the description of the research methodologies and the chapter layout.

1.2 ORIENTATION AND BACKGROUND

The motive behind the PSC investigations resulted from the financial implications pertaining to the abuse of sick leave; taking leave without prior notification; and non-adherence to official work hours (South Africa: Public Service Commission (SA:PSC), 2012). The investigation was conducted in eight (8) national departments in which the DCS and DHA were excluded. The DCS and DHA form part of the seven departments in the Justice, Crime Prevention and Security Cluster. These departments render essential services and are responsible for ensuring that all the people of South Africa are protected and feel safe (Radebe, 2011). These departments are centralised and operate on regional level within the South African provinces and in local governments, they have branches situated countrywide. These two departments execute core and support functions (DCS: staff and inmates; DHA: staff and community members), and they strive to meet operational deadlines.

Sharma (2009) identifies the strategic value of leave, and uses five critical business issues, directly related to leave management. They include: "*meeting project delivery*

deadlines; legal issues regarding leave; emotional factors related to leave; the financial implications of leave; and performance vs. leave". Leave, as an integrated process, is managed by means of a set of legislative and policy frameworks (Sharma, 2009).

Leave measures relate to institutional budget (Fölscher, 2006:3), and are set out in the *Public Finance Management Act*, Act No. 1 of 1999 (hereafter the PFMA) by stipulating that government departments must be audited. The abovementioned legislative framework represents a transformed public service which strives for efficiency and value for money for achieving the mandate of the human resources in South Africa. The Public Service Regulation of 2001, amended 14 May 2010 (hereafter the PSR) prescribes that the departments should establish a written policy on special leave and negotiate such a policy in its bargaining councils. The PSR also expects the heads of departments to monitor and control leave in their respective departments. The Basic Conditions of Employment Act, 1997 (No. 75 of 1997) (hereafter the BCEA) provides that an employer must at termination of employment pay an employee for any period of annual leave that the employee has not taken. The reforms for human resource leave management refers to the revised PSR of 2001, amended 14 May 2010. The PSR prescribes that the departments are to establish a written policy on special leave and negotiate such a policy in its bargaining councils. The PSR also expects the heads of departments to monitor and control leave in their respective departments.

These reforms also focus on the public sector's operational functions to necessitate the role of human resources. The South African public sector reform context is diversified, whereby all the government departments strive for efficiency, effectiveness and cost effective service delivery. Public service reforms are evident in the everyday experiences of government affairs. However, some questions are posed as to whether the support services rendered by these departments are equipped and capacitated to deliver what they have been mandated to do. In this regard, this study aims at assessing the capacity of the selected departments in the JCPS Cluster in the Pretoria region to implement leave management efficiently.

These reforms in the South African public sector serves as an instrument for ensuring balanced service delivery outcomes towards the developmental mandate of a democratic state (Magau, 1995:2). The principle of organisational efficiency has assumed central importance in public management (United Nations (UN), 2004:6). Improved efficiency is currently also the overriding aim for improving the public sector in most African countries (ECA, 2003:7).

By acknowledging that public sector reform is inclusive and does not only focus on revamping service delivery but on all aspects of the whole sector, this study recognises that such reforms also focus on policy development and institutional capacity to ensure effectiveness in the public sector. The Economic Commission for Africa (ECA) (2003:7) includes improved accountability as another reform objective in the conduct of public affairs. Accountability involves both the political justification of decisions and actions, and managerial answerability for the implementation of agreed tasks according to established performance criteria (ECA, 2003:8). These reforms also opened the door for administrative developments which brought the existing composition, management styles and structure of the civil service in line with new national goals. The human resource leave management reforms also changed from a rule-driven approach to a performance-oriented management approach, emphasizing the development of a service-oriented civil service (Magau, 1995:9).

The quality of human resources is critical to the development of any country as public sector human resource managers occupy a strategic position in the development of a country (Antwi, Analoui & Cusworth, 2007:3). The function of the human resource (HR) department is generally administrative in nature and common to all organisations. The management of leave in the two departments are executed through the HR Department, with an aim to provide a strategic and transformed human resource service within the department (SA: DHA, 2010:16). Leave forms part of employee benefits. The *Oxford dictionary* (2006:514) describes leave “as a requested permission to be absent from work”.

There are different types and categories of leave which include special leave, sick leave, and maternity leave. Leave management is an integrated process which involves employees, managers and human resource professionals/practitioners or

administrators (Reddy, Prinsloo, Netshitangani, Moletsane, Juan & van Rensburg, 2010:ix).

Employees, responsible for leave management, are often hampered by various challenges to capture leave forms (hard copies) into the persal system (electronic system used by public service human resources for managing leave). As a result, employers are always looking for paperless, effective solutions to reduce or eliminate the margin of error with regard to leave benefit calculations (Skelta Inc., 2011). The South African government regards information technology as one of the key strategies for public service reforms pertaining to managing leave. Based on the high volume of leave forms submitted manually (hard copies submitted), the leave management process is delayed and fails to meet the deadlines for reconciling leave forms on a monthly basis.

Furthermore, leave management personnel are required to work overtime in order to update the leave forms before being audited. To alleviate the pressures on management personnel, the ECA (2003:54) recognises that public administration tools cannot exist without information and communication technologies). Innovations such as the *automated/e-leave management* and *employee self service (ESS)* are already put in place to realize leave effectiveness in the public sector (InfoTronics Inc., 2011). The role of the ESS is dual as it enables employees to apply and check their leave balances, while also allowing supervisors to monitor the status of the leave requested by employees (InfoTronics Inc., 2011).

To support the leave management process, internal and external control measures are in place to maintain effectiveness and accountability in the public sector. Internal control measures such as the *Radical Approach Compliance* to leave management, *Compliance Improvement Plan*, *Leave Procedure*, *Implementation of the Twenty Two Point Checklist of the Z1(a)*, and the *Seven Easy Steps to Manage Leave Administration* are applied for managing leave processes (DCS:SA, 2009). These steps will be discussed in greater detail in Chapter 3 of the proposed study. Despite all the systems in place, heads of the departments are from time to time called before the Standing Committee on Public Accounts (SCOPA) to account on the

deviations encountered on the application of policies and the control of public funds (DCS:SA, 2009).

1.3 PROBLEM STATEMENT

Leave management has become an important strategic task for the public service to ensure that staff utilize their leave benefits appropriately and avoid accrued leave balances. However, state effectiveness remains to be both an imperative and a challenge for the public sector (Fölscher, 2009:2). Whilst trying to transform human resource functions, Sharma (2009) indicates that leave management tends to consume a small but significant portion of managerial time. Managers are responsible to manage institutional projects and ensure that the resources are in place to execute leave management functions.

Managers also need to ensure that employees are performing their delegated tasks, to an extent that they also need to approve and manage leave applications. The approval of leave relies on ensuring compliance with the leave policy and ensuring availability of sufficient resources for service delivery (Sharma, 2009). Amidst this, leave management seems to be a sensitive issue as most employees have witnessed bitter manager-employee relations based on issues of leave (Sharma, 2009).

Public sector human resource management reforms are a central feature of economic policy reform programmes. However, the performance of such reforms in South Africa remains hindered by a myriad of factors (ECA, 2003:vi) identified below. These factors tend to hinder the smooth running of institutions. The following problems are identified by the DCS Annual Report for 2007/2008 as they pertain to leave management processes and arise from both administrative and employee sides.

Deviations regarding leave administration have become a problematic area of non-compliance with HRM procedures (DCS: SA, 2009:165-167). Auditors and inspectors report on mistakes and deviations found as correct processes and procedures pertaining to leave management were not applied. Leave management is hampered by a number of factors that leads to irregular leave management. The

section below outlines the respective factors extracted from the following sources DCS: SA, 2009:165-167; Magau, 1995:6; Antwi *et al.*, 2007:3; ECA, 2003:xi; Sharma, 2009 and InfoTronics Inc., 2011. The problems identified include:

- Absenteeism as one of the crucial factors in the auditor's investigations; absenteeism always impacts negatively on the organization's productivity, competitiveness, service delivery and profitability.
- A lack of effective monitoring evaluation and reporting systems in the DCS.
- Institutional weaknesses, under-development (DCS: SA, 2009:165-167).- during the 2011/12 mid-year review it was evident that a misalignment existed between the Strategic Plan and Integrated Human Resource Strategy in the DCS. In order to ensure alignment between the Strategic Plan and the human resources, the department has reviewed the Integrated Human Resource Strategy that was developed in 2007 (DCS: SA, 2012:13). Other problems and challenges can also be associated with the staff establishment and availability of the resources in general as well as the skills training level of both the subordinates, supervisors and managers.
- Incomplete management information systems (MIS) caused by the absence of reliable, relevant, open and effective management information and financial control systems which limit the process (Antwi *et al.*, 2007:3).
- A lack of transparency and accountability (Magau, 1995:7).
- Corruption, under-utilization and the mismanagement of human resources (Magau, 1995:7; ECA, 2003:xi; Antwi *et al.*, 2007:3); and
- Financial implications (DCS: SA, 2011:217; Sharma, 2009).

Based on the abovementioned issues the Public Service Commission recommended the following proposals to be made on how the management of leave could possibly be improved in the public sector. The recommendation requires that the:

- departments must develop comprehensive departmental policies on leave (by providing for clarification of the national prescripts, explanation of the procedures for the recording of leave, control measures to be applied, guidance on how to deal with sickness absence);
- departments with regional offices must decentralise the administration of leave and create the necessary infrastructure in the regions;

- training should be provided at all levels to ensure that the role players involved are sufficiently informed of their responsibilities regarding the administration and management of leave; and
- limiting leave accrual through encouraging officials to take leave and a revision of the relevant national prescripts contained in the collective agreements attached to the new PSR (SA: PSC, 2012).

From the proposal identified above, this study evaluates coping strategies of the two departments for promoting effective leave management in their respective operations. The aim of this study is to evaluate the management of leave in the DCS and DHA in order to improve organisational efficiency. Evaluation in this sense forms part of capacity assessment. Capacity assessment is a process whereby various dimensions of capacity are professionally assessed and evaluated within a particular context (UN, 2004:6). This study provides an overview of public sector management reforms in South Africa especially on HRM. The International Labour Organisation (ILO, 2006) considers HR departments as essential service sectors.

Essential services refer to a class of occupations that have been legislated by government to have special restrictions in regard to labour actions, such as not being allowed to legally strike (ILO, 2006). It is also understood that these departments operate on demand driven services. The DCS works on a 24 hours basis, with shift allowance; and the DHA also works at a “due-date” driven base whereby it should produce the documents required at a particular time. The question often asked with these new policies and administrative reforms is whether they are effective and whether the officials are ready to execute their new functions?

Therefore, this study intends to explore and understand human resource development challenges facing the two selected departments and to address capacity arrangements governing their strategic implementation. This study intends to assess whether the two selected departments have adopted the HRM reforms taking place in their departments with regard to leave management. The study looks at leave utilisation for the period 1 January 2010 to 31 December 2011. This study

also evaluates the strategies applied to promote effective leave management in the two departments. The following section outlines the hypothesis of this study.

1.4 HYPOTHESIS

The hypothesis for this study is formulated on the following assumption:

“Effective control system and supervision over leave management can reduce the level of non-compliance and repeated audit queries on leave administration in the DCS and DHA and thus promote their institutional efficiency”.

Against the assumption stated above, the following sections outline the research questions posed in this study and its objectives.

1.5 RESEARCH QUESTIONS

The study will attempt to find answers to the following questions:

- What does leave management entail?
- What are the problems and challenges facing leave management in the DCS and DHA in the Pretoria Region?
- Which systems are in place to record, manage, monitor, and measure leave for promoting organisational efficiency in the reformed DCS and DHA in the Pretoria Region?
- What recommendations can be offered to improve the management of leave in the reformed DCS and DHA in the Pretoria Region and thus promote their institutional efficiency?

1.6 RESEARCH OBJECTIVES

The objectives of the study will be to address, amongst others, the following:

- To provide a theoretical explanation of the concept leave management.
- To identify the problems and challenges facing the implementation of leave management in the DCS and DHA in the Pretoria Region.
- To determine whether the DCS and DHA have established the system to record, manage, monitor and measure leave for promoting organisational efficiency in the reformed Pretoria Region; and

- to offer recommendations on the improvement of leave management in the reformed DCS and DHA in the Pretoria Region.

1.7 RESEARCH METHODOLOGY

A researcher is required to document the data and results of the study conducted. Data and research results rely on different methodologies that the researcher should use to provide feedback for the intended readers (Terre Blanche *et al.*, 2006:6). This study comprises of a comparative analysis between the DCS and the DHA in the Pretoria region regarding leave management functions. The research methodology for this study will be a standard and performance indicator of the level of compliance and non-compliance on leave management in the DCS and DHA. The DCS and the DHA operate in the national government sphere and comprise of the administrative programme serving a support function towards the departmental mandate on leave management.

1.7.1 Literature Review

Literature review for this study will be gathered from various sources in order to learn from others and stimulate new ideas for the study conducted. Literature review will enable the researcher of this study to demonstrate a familiarity with a body of knowledge and establish credibility; to show the path of prior research and integrate the body of knowledge in the context of HRM and leave management (Neuman, 1997:89).

In this study, the document and information analysis will focus on leave policies and legislation, books and journals of human resources management, government audit and inspection reports, resolutions, internet sources, departmental procedure manuals and systems.

1.7.2 Empirical Research

In this study quantitative and qualitative methods will be used in order to obtain first hand data by using field surveys and consulting existing data on leave management. Interviews and questionnaires will be utilized in order to gather data and to attain the objectives of this study. Furthermore, the sample is selected as a case study for this study. In this study participant observations for accessing data will also be used.

The aim is to find the actual causes of the problems and challenges that lead to repeated leave audit queries in the two selected departments.

1.7.3 Sample population

The sample for this study will be drawn from the DCS and DHA in the Pretoria region for assessing leave management. Participants to this study will include the officials responsible for HRM functions and the employees within the departments. These are the people who are involved in leave administration on a daily basis and have better knowledge and understanding of the leave procedure and the challenges they experience. The population sample will also include officials from the DCS and DHA units who submit these leave forms from the Human Resource Administration for processing. They will also be asked to indicate how they may possibly contribute to this problem. The following persons will be interviewed:

- *The Area Coordinator Corporate Services (one from each department):* The Area Coordinator Corporate Services is responsible for HR and related duties in the HR department. The Area Coordinator Corporate Services is accountable to the Area Commissioner. It is important to enquire about the challenges faced by the unit when they must submit the HR reports to the Minister and to the Public Service Commission.
- *The Human Resource Manager for Administration:* The Human Resource Manager for Administration is responsible for administration and also advises the Corporate Services on the application and interpretation of policies and legislation.
- *HR Clerks (Three officials per centre):* HR clerks are responsible for the handling and processing of the leave forms, so this study intends to ask them about the challenges and opportunities for leave management in these departments; and
- *Officials from the respective Centres and Units in the DCS and DHA.* The officials will be selected based on the job ranks in these departments. The aim of this is to assess the perceptions of these employees on their leave benefits and usage.

1.7.4 Participant observation

The researcher is currently employed as a Line Manager: Human Resources Department in the DCS of the Pretoria Management Area. As an employee and being part of the Middle Management, the researcher intends to analyse and to compare the functionality of leave management in the DCS and the DHA. Participant observation enables the researcher to form part of the study and to understand the behaviour of the population studied. Since this is a comparative study, as a participant observer, one is able to gain access to the study area and is able to access firsthand data and compare the selected study areas. The participants will be issued a letter of approval to conduct this study from the management of the two departments. The researcher will also ask the management of the two departments to inform the employees about the study and its duration.

1.8 RESEARCH ETHICS

Since this study concentrates on human resource management with specific reference to leave management in public administration, it will be appropriate for the researcher to obtain permission to examine the selected departments. The researcher submitted a letter to ask for permission to conduct the research in the two institutions (Human Resource directorate in the DCS and DHA). The researcher also requested permission from the two institutions to access the leave management reports in order to use for the literature review and for providing practical experiences. The referred data includes the reports and the departmental policies and procedures. The information on the reports will be used as a form of desktop findings regarding leave management practices in the two departments. The letter will be send to the Human Resource Manager and the responsible persons dealing with leave management. The interviews will also involve the employees of the two departments to obtain their perceptions on the leave benefits and the challenges that they may encounter during their work operations. The names of the participants will not be placed on the research report. Instead a unique number system will be used to report data collectively. The researcher will use phrases like “the departments” and the “participants/respondents” to represent the unit of analysis for this study.

Considerations of the research ethics will enable the researcher to adhere to the principles of social research. This study focuses on the administrative context of

leave management, which focuses on the tools and mechanisms used to monitor leave processes in the public sector. The questions that will be asked to the participants (employees) will not reveal confidential information. The analysis of leave management does not focus on inherent issues of leave such as the reasons for sick leave applied. The confidential information on leave management can refer to illness types and family history issues, and that is not considered for this study. To understand leave management the study only looks at the pattern used by the two departments for controlling leave irregularities for promoting organisational effectiveness. This study will mainly use Likert scale questions and few open-ended questions that will ask the employees to make inputs about the leave administration in their respective departments. Furthermore, the researcher will ensure the consent of the participants and make them understand their involvement in this study as it is based on leave management. The respondents who are willing to participate will be issued a copy of the consent form to validate their voluntarily participation. The researcher will keep a file containing all the names of the participants in case they will be required for future research.

1.9 PROVISIONAL CHAPTERS

This study is divided into five chapters and the framework for the provisional chapters is presented below.

Chapter 1: Introduction, problem statement and background to the study

Chapter 2: Theoretical framework of the context of leave management

Chapter 3: An overview of leave management

Chapter 4: Research methodology and research results

Chapter 5: Summary, findings and recommendations

The next chapter will describe a theoretical framework of the context of leave management.

CHAPTER 2 THEORETICAL FRAMEWORK OF THE CONCEPT OF LEAVE MANAGEMENT

2.1 INTRODUCTION

This Chapter begins by defining the concept of leave and leave management. A brief background to the context of employee benefits and leave is discussed. The background discussed in this chapter focuses on the study undertaken by the Department of Public Service Commission on the leave management processes in South Africa. Key components of leave management are also discussed. The key components consist of the strategic direction, goals, strategies/objectives, implementation plan and communication plan as they relate to leave management. The five steps for integrating and aligning leave management is described in the sections below. The description and the nature of leave are also discussed in the conclusion of this chapter.

2.2 EMPLOYEE BENEFITS AND LEAVE

This section describes the concept employee benefits and leave.

2.2.1 Employee Benefits

Employee benefits are viewed as “valuable” contributions offered by the employer either in the public or in the private sector (Doyle, 2014). Employee benefits are categorised into two forms namely: “mandated employee benefits” and “employer provided employee benefits” (Doyle, 2014). The Government of Newfoundland and Labrador (2008:4) indicates that the employee benefits aim to offer the following opportunities to the employees:

- diversified and challenging work;
- an attractive compensation package (not just salary);
- advancement opportunities;
- access to continuous learning;
- opportunities for personal and professional growth;
- an inclusive workplace;
- work-life balance; and

- ongoing recognition of contributions to the organization. Table 2.1 presents the distinction between the two categories of employee benefits.

Table 2.1 Mandated employee benefits and employer provided employee benefits

Mandated employee benefits	Employer provided employee benefits
-Disability	-Hazard Pay
-Family and Medical Leave	-Health Care
-Minimum Wage	-Maternity, Paternity, and Adoption Leave
-Overtime	-Paid Holidays
-Social Security Disability Insurance	-Pay Raise
-Unemployment Benefits	
-Workers Compensation	

Source: Doyle, 2014

The purpose of employee benefits is to increase the economic security of staff members, and in doing so, improve worker retention across the organization. Employers are required to offer the same benefits to all of their employees. These types of employee benefits that are offered are at the discretion of the employer and are covered under a labour agreement and they vary from company to company. Allocation of such benefits may help to increase productivity and the culture of dedicated staff. Employee benefits also assist to increase the economic security of staff members and to improve worker retention across the organization.

2.2.2 Leave

The above section provided a brief outline of employee benefits. Leave is another form of employee benefits. Leave is a vital human resource management (HRM) instrument at the disposal of employers to ensure healthy and productive work environments (PSC, 2013). Leave also has an opportunity character. The primary objective of leave is to allow officials the opportunity to rest in order for them to remain at their highest levels of productivity (PSC, 2013). Leave is regarded at a strategic and operational level (Australian National Audit Office, 2009:10). Leave in general has a financial value in any institution. This is against the background that all

the leave entitlements are approved with full pay. The allocated cost of the leave granted is also included in an organisation's budget.

Leave is also important in maintaining the well-being of staff (Australian National Audit Office, 2009:10). This is to ensure that employees are able to be productive. Leave is also granted to allow the employees to contribute efficiently and effectively towards service delivery in their respective institutions. Provision of leave in the South African public sector is governed by various sources of the South African labour law and labour regulations. The sources of labour law and labour regulations are presented in Table 2.2.

Table 2.2: Sources of the South African labour law and labour regulations

Sources of South African labour law	The main employment law statutes of South Africa
<ul style="list-style-type: none"> -Legislation. -Judicial precedent (judicial decisions), including arbitration awards. -Collective agreements. -Common law. -Custom and legal writings. -Public Service Staff Code (PSSC) and the old Public Service Regulations (old PSR). 	<ul style="list-style-type: none"> -The Labour Relations Act 66 of 1995 (LRA). -The Basic Conditions of Employment Act 75 of 1997 (BCEA). -The Employment Equity Act 55 of 1998 (EEA). -The Skills Development Act 97 of 1998 (SDA). -The Unemployment Insurance Act 30 of 1996 (UIA) [repealed and replaced by the Unemployment Insurance Act, 2001]. -Public Service Act, Act 1 of 2001. -The Occupational Health and Safety Act 85 of 1993 (OHSA) -The Compensation for Occupational Injuries and Diseases Act 130 of 1993 (COIDA).

Source: Bhoola, 2011.

The legislative framework for labour law serves as a control measure for the utilization and the management of leave. The PSSC and old PSR required that departments comply with the following in terms of control measures:

- The utilisation of a standardised leave form which must be completed in all cases where leave is taken; and
- the keeping of a leave register in respect of each officer and employee in which all absences from duty must be recorded.

The utilization and the management of leave in the public service has been one of the biggest challenges experienced by the public and the private sectors. The above-mentioned sources and labour regulations were developed to actively manage employees' use of their leave entitlements in order to help reduce the financial risks associated with accruing leave entitlements (Australian National Audit Office, 2009:10). The above-mentioned legislative frameworks have been identified to assist government in managing the workforce changes and aims to:

- building potential;
- strengthening competitiveness; and
- renewing workplace environments (Government of Newfoundland and Labrador, 2008:3).

2.3 KEY COMPONENTS OF LEAVE MANAGEMENT

Every activity within an institution is achieved by means of the set standards and regulations. In addition, the success of every institution is realised by means of a well-planned strategic direction, goals, strategies/objectives, and implementation and communication plans. The strategic direction, goals, strategies/objectives; implementation plan and communication plan are briefly discussed in the paragraphs below.

2.3.1 Strategic direction

According to Louw and Venter (2011:121) the institutions use the strategic intent, vision, mission, and the value statements to achieve their strategic directions. This means the strategic direction is the focus point or area where organization should go to realize its goals and objectives. A strategic direction is used to describe a goal for

human resources (HR) (Kent State University, 2013: 2). A strategic direction is associated with the mission statement of the institution. Normally every institution will develop the HR policies in order to complement the organisational policy. Such policies will describe the fundamental reasons for HR's existence including whom HR serves and what it seeks to accomplish for those served (Kent State University, 2013: 2).

Table 2.3: The vision and mission of the Department of Correctional Services and the Department of Home Affairs

Department of Correctional Services	Department of - Home Affairs
<p>Vision: Providing the best Correctional Services for a safer South Africa.</p>	<p>Vision: A safe, secure South Africa where all of its people are proud of and value their identity and citizenship.</p>
<p>Mission: To contribute to maintaining and protecting a just, peaceful and safe society by enforcing decisions and sentences of courts in the manner prescribed in legislation by detaining all inmates in safe custody while ensuring their human dignity, and by promoting the rehabilitation, social responsibility and human development of all offenders (Department of Correctional Services Annual Report, 2010:17).</p>	<p>Mission: The efficient determination and safeguarding of the identity and status of citizens and the regulation of migration to ensure security, promote development and fulfil our international obligations.</p>
<p>Strategic objectives/programmes: -Administration; -Incarceration; - Rehabilitation; -Care; -Social Reintegration (Department of Correctional Services, 2014)</p>	<p>Strategic objectives/programmes: -Services to Citizens; -Administration; -Immigration Services; -Transfers to Agencies (Department of Home Affairs, 2014)</p>

Source: Department of Correctional Services, 2014; Department of - Home Affairs, 2014

The abovementioned visions and missions will also be translated into the HR policies for implementation. For example each institution will have the human resource strategic plan and the policies developed to manage leave. In 2006, the Department of Public Service and Administration (DPSA) developed the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR).

The PILIR was enacted to assist the departments in managing Incapacity Leave and Ill-Health Retirement (South Africa: The Public Service Commission, 2010:viii). The Public Service Commission embarked on assessing the management of sick leave and the following dilemmas were found whereby there was:

- lack of a systematic and consistent approach in the management of Incapacity Leave and Ill-Health Retirement;
- limited consideration of alternative approaches to Ill-Health Retirement;
- inappropriate use of Ill-Health Retirement provisions;
- limited employer understanding of ill-health information which led to poor decision making in the granting of Temporary/Permanent Incapacity Leave and Ill-Health Retirement;
- Inter-departmental differences in managing incapacity leave, and
- PERSAL sick leave records were not being updated on a regular basis (South Africa: The Public Service Commission, 2010:vii).

2.3.2 Goals

The strategic direction helps identify the themes or broad human capital goals. Marquis and Huston (2012:153) define a goal as the desired results towards the institutional aims and philosophy. The authors further indicate that the institutional goals can change from time to time and as a result it requires periodic re-evaluation and prioritization.

The goals are linked to the human resources planning which is critical in achieving both government priorities, departmental goals and objectives, as well as sustaining business continuity (Government of Newfoundland and Labrador, 2008:1).

2.3.3 Strategies and objectives

The strategies and objectives describe more specifically how the goals will be accomplished. Louw and Venter (2011:10) view the strategy as the direction and scope of an organization over the long term. It is further indicated that the strategy refers to an institutional game plan which indicates the choices required by the manager in order to develop various business decisions. Objectives are seen as a way to motivate employees in order to achieve the desired goals (Marquis and Huston, 2011:154). Marquis and Huston (2011:154) further indicate that the objectives are explicit, measurable, observable or retrievable.

The objective of a leave policy is to regulate all forms of leave that are accrued and due to employees as a benefit, and to outline procedures to be followed for the granting and taking of such leave (Sisonke District Municipality, 2013). The objectives of PILIR are to:

- set up structures and processes which would ensure suitable interventions and management of incapacity leave in the workplace;
- accommodate temporary or permanently incapacitated employees and provide for appropriate consequences on such incapacity where necessary (South Africa: The Public Service Commission, 2010:vii).

2.3.4 Implementation plan and communication plan

The Public Service is a labour intensive employer who is dependent on the quality, skills and performance of its employees (South Africa: The PSC, 2010:vii).

The implementation plan describes the actions required for implementing the strategies or achieving the objectives. Human resource management is of critical importance in that it ensures that human capital is well managed and that all policies and systems pertaining to this resource are effectively and efficiently implemented (South Africa: The PSC, 2010:2). Implementation plans describe:

- the tasks or activities that will happen;
- who is responsible;
- the resources required (e.g. human, financial); and
- the timeframes.

2.4 INTEGRATION AND ALIGNMENT OF LEAVE MANAGEMENT

The Government of Newfoundland and Labrador (2008:8) identifies the five approaches which determination of current and future human resource (HR) needs depend and that can help to enhance productivity in the workplace. Such approaches include the following:

- determining business goals;
- undertaking environmental scans (including a workforce analysis, as well as internal and external scans);
- conducting gap analyses;
- setting HR priorities; and
- measuring, monitoring, and reporting on progress.

The integration and alignment of leave management is aimed to ensure that the employees understand the institutional mandate and that all policies are adhered to. Institutions operate in a diversified environment. A solid understanding of organizational priorities and the business planning cycle is critical for effective alignment of human resources (HR) and business goals (Treasury Board of Canada Secretariat, 2007). Therefore it is important for the HR manager to undertake the environmental scans. The scans may be internal or external. The internal scan primarily focuses on identifying the factors within the department that might affect the HR capacity to meet departmental goals (Government of Newfoundland and Labrador, 2008:8). Whereas, the external scan focuses on identifying those external factors that may affect workforce capacity (Government of Newfoundland and Labrador, 2008:8). In terms of leave, the examples of the environmental scan may include the labour unrest (unprotected strikes regarding salary adjustments), winter season for flu infections and lack of transport during the service delivery protests. These factors may be seen as useless but in real cases they may affect the service delivery mandates.

Employees like to play and grow within their institution of choice. In some cases the institution must head-hunt the right candidates for the strategic positions. Therefore it is essential to conduct a gap analysis in order to ensure that all employees are pleased to work within the institution. HR managers are required to understand their

workforce and planning for projected shortages and surpluses in specific occupations and skill sets (Treasury Board of Canada Secretariat, 2007). The Government of Newfoundland and Labrador (2008:8) proposed the following for the institutions to develop strategies that will alleviate the unwanted gaps:

- Developing a talent pool
- Work environment improvements
- Organizational development
- Competency / Skills development
- Employee engagement
- Workplace well-being
- Recruitment / staffing
- Retention (Government of Newfoundland and Labrador, 2008:6).

Having applied all the above steps, the HR manager is required to monitor, evaluate, and report on progress. Monitoring, evaluating, and reporting on HR performance outcomes is key to assessing progress in target areas, organizational learning and improvement, and to determining future priorities (Government of Newfoundland and Labrador, 2008:7).

The fifth step focuses on assessing whether the institution has

- clear and measurable HR-related goals;
- HR performance measures that are aligned with indicators;
- systems in place to track performance indicators and analyze cost benefit;
- reconciled the previous performance indicator results in order to inform the priority setting for the next fiscal year;
- analyzing data elements that are included under formal reporting requirements (Treasury Board of Canada Secretariat, 2007).

The measuring, monitoring, and reporting on progress of leave is also determined by organizational efficiency. Organizational efficiency plays an important role within the institution. Organizational efficiency focuses on performance and effectiveness, resources, efficiency. goal attainment, and competing values.

Table 2.4 Environmental scans: internal and external scans

Internal scan	External scan
-Changes in legislation, policy platform, programme delivery	-Current workforce trends (e.g. retirement patterns, growing occupations).
-Labour management relations	-Demand and supply of employees in growing occupations.
-Changes to collective agreements	-Current and projected economic conditions.
-Employee engagement	-Technological advancements which may make certain occupational positions obsolete or create new employment .
-HR Initiatives (e.g. EE)	-International policies that may affect your workforce capacity.
Anticipated changes to funding levels	-Immigration and/or regional migration patterns that may affect your workforce capacity.
-Changes in leadership & priorities	-Sources of recruitment.
-Organizational restructuring	-Federal, provincial, regional realities.
-Corporate culture change	
-Client satisfaction	
-Capacity and quality of information systems	
-Health and Safety	

Source: Treasury Board of Canada Secretariat, 2007

2.5 NATURE OF LEAVE

Moyane (2014) outlined that employees enjoy certain types of leave under the Basic Conditions of Employment Act 75 of 1997 (-hereafter the BCEA). Section 19 of the BCEA onwards in Chapter 3, covers employee’s rights in respect of all types of leave. Leave in the public service is granted for various reasons. Sections 20 to 27 of

the BCEA deal with the different types of leave and the conditions under which one is entitled to enjoy.

There are different leave entitlements as they are determined in the labour law regulations. Each leave entitlement has a particular leave credit attached to it. The granting of leave is applicable to both the public and the private sector and it is granted entirely at the discretion of the employer. The employer offers numerous leave and work scheduling that are flexible to assist employees in meeting their work and family obligations. Leave entitlements are cyclical. For example the annual leave and the sick leave can be accumulated and when such leave is used, then the new cycle will commence. Sick leave and annual leave are calculated on a twelve (12) months basis, based on the date that the employee took up employment (Davel, 2013). Moyane (2014) identifies the four categories of leave, namely:

- Vacation leave
- Sick leave
- Maternity leave
- Special leave

A brief outline of the respective types of leave will be discussed in the sections below.

2.6 VACATION LEAVE

Annual leave refers to a statutory minimum condition of employment whereby institutions are to provide employees with paid days away from their workplace (Australian National Audit Office, 2009:7). Section 20 of the BCEA lays down certain conditions applicable to annual leave. These conditions also apply to domestic employees. The use of annual leave is subject to the right of the supervisor to approve a time at which annual leave may be taken (U.S. Office of Personnel Management, 2013). Section 20 (10) (a) of the BCEA prescribes that the annual leave may only be taken by agreement between the employer and employee.

Swanepoel *et al.* (2012:163) also indicate that the employees qualify for annual leave after they have been in the employment either on part-time or permanent

basis. Sometimes an employee may apply for leave whereby there is a holiday which fall within the days of the week. In that regard the public holidays which fall within a period whereby an employee is due for annual leave will be considered as an additional day to the annual leave entitlement (Claasen, 2014). Employees in the public service accrue the following number of days vacation leave per annum.

New recruits

Vacation leave also considers the new recruits, contract workers and shift workers. Newly-recruited government employees also enjoy the privileges of the long service employees. However, their leave entitlement is established on a pro-rata basis, depending on the date of entry (Claasen, 2014). Newly-recruited government employees are entitled to the equivalent in hours of one (1) day leave per month during the first three (3) months of their engagement, and the balance of their entitlement thereafter.

2.7 SICK LEAVE

Sick leave has a multi-factorial aetiology (Stapelfeldt, Jensen, Andersen, Fleten and Nielsen, 2012:1). This means that there are different causes that lead the employee to ask permission for sick leave. Sick leave may be categorised as a normal sick leave, permanent incapacity leave, temporary incapacity leave and leave for occupational injuries and disease.

Employees are required to report sick leave absence to their immediate superior (Stapelfeldt *et al.*, 2012:3). Employees are entitled to use accrued sick leave for medical appointments, hospitalization, and for the period of incapacitation following childbirth (U.S. Office of Personnel Management, 2013). From all the types of leave that exist sick leave is regarded as a difficult process too. The past couple of decades have seen growing concern over sick leave in working populations in Western societies as a public health problem (Stapelfeldt *et al.*, 2012:1). Based on the discrepancies reported the employer has a right to request the employee to submit the acceptable evidence of the period of incapacitation for the use of sick leave (U.S. Office of Personnel Management, 2013). An employee may sometimes send a family member, fax or email the proof of incapacity to the employer.

The proof that is sent whilst the employee is off-sick may assist the employer to plan ahead so that the department could not run at a loss as absenteeism is most likely to incur costs to the department (Swanepoel *et al.*, 2008:748).

A sick leave cycle is a period of 36 months employment with the same employer immediately following the date of commencement of employment, or the completion of the prior sick leave cycle. During the first 6 months of employment, the employee is entitled to 1 day sick leave for every 26 days worked. On the first working day of month number 7, the balance of the 30 days becomes available to the employee, less any days taken sick during the first 6 months of employment (Claasens, 2014).

Permanent Incapacity leave

Permanent incapacity is granted to the employee who according to the treating doctor is unable to continue with his normal duties and should retire due to ill health. The permanent incapacity leave is approved by the Health Risk Manager office that was established to monitor the leave of absence matters.

Temporary Incapacity leave

With the abuse of sick leave prevalent in the public service the government introduced a tool that can be used to manage it. The temporary incapacity leave was then introduced. There are two different types of temporary incapacity leave and they are short and long term versions and both have specified days. This type of leave is given to a person who has exhausted his or her 36 days sick leave of the three year cycle. To administer this process the government appointed the Health Risk Manager to handle the respective applications. The Health Risk Manager is a professional body who specifically deals with the application and advise the head of the department about the decisions which should be considered.

Leave for Occupational Injuries and Disease

Leave related to the occupational injuries and disease is regulated by the Compensation for Occupational Injuries and Diseases Act of 1993. An employee qualifies for this type of leave if he suffers from the disease that he has contracted in the workplace.

2.8 MATERNITY LEAVE

Section 25, of the BCEA indicates that the employee may take maternity leave 1 month before her due date, or earlier or later as agreed or required for health reasons. The employee qualifies for the period of four months while on maternity leave (Claasen, 2014). In total, maternity leave may be granted on the basis of 84 days leave with full pay for a maximum of two confinements. The Act further stipulates that the maternity leave must commence not later than four weeks before the expected date of birth of the child. In addition, the worker may not go back to work within 6 weeks after the birth unless her doctor or midwife says it is safe (Claasen, 2014).

Maternity leave may be paid or unpaid. The paid leave would result whereby the employee If the employee will be able to claim benefits during the period that she is on maternity leave. The claim for the benefits is determined by the contributions made to the Unemployment Fund by the employer. For strategic positions and essential services the employer is required to appoint a temporary employee to perform the duties of the employee who is on maternity leave. As part of the mandatory employee benefits, Section 26 of the BCEA protects the expectant mother or the nursing worker whereby they are not required to do the work that is unsafe for her or her child.

2.9 FAMILY RESPONSIBILITY LEAVE

Section 27 of the BCEA also makes provision for mandatory family responsibility leave. Family responsibility leave only applies to an employee either permanent or temporary who has been employed for at least the following periods:

- four months with the employer
- four days per week with the same employer
- 24 hours per month.

This type of leave is granted to the employee whose spouse or life partner dies or gives birth (Claasen, 2014). The number of days that is allocated to such employee is three (3). Five (5) days will also be granted to an employee whose spouse, life

partner or an immediate family member dies. All these days expire at the end of the year. Unused family responsibility may not be accumulated and will lapse (Claasen, 2014).

Family responsibility leave is only granted in the following cases:

- When the child is born or is ill;
- At the death of the employee's:
 - Husband/wife or life partner;
 - Own parent, adoptive parent or grandparent;
 - Own child, adopted child or grandchild; and
 - Siblings (Davel 2013).

The BCEA does not define "illness" and only states that reasonable proof may be requested (Davel, 2013).

2.10 SPECIAL LEAVE

In addition to vacation, sick and maternity leave, various other forms of special leave are granted to public servants. These include, *inter alia*, the following:

- Leave for examination purposes;
- Study leave and/or research work;
- Part-time study and/or attendance of classes or lectures during official hours;
- Resettlement leave;
- Participation in sports, arts, culture & related activities;
- Military service /national call;
- Natural disaster; and
- Days or time-off not to be recorded as leave (North West Provincial Government, 2013:1-7).

In terms of Determination of leave of absence in the public service of July 2009 the head of departments are given the opportunity to determine special leave in line with their requirements or particular bargaining council. An example of such leave is study leave and the number of days to be granted.

Study Leave

Labour legislation is silent on the matter of study leave, and therefore for the purpose of Labour Law, study leave does not exist. Special leave with full pay for preparation and writing of examinations is granted to an employee. Study leave applies to *one working day immediately preceding the day of the examination to enable an employee to prepare for such examination* (North West Provincial Government, 2013:1-7). This is a matter for arrangement entirely between the employer and the employee (Claasen, 2014).

Office Bearers or Shop Stewards of a Recognized Employee Organization

The workplace environment consists of employee representatives such as the Office Bearers or Shop Stewards. These officers are recognized by labour law. This type of leave is given to the employees from the recognized labour unions and the maximum number of days granted is 10 which also expire at the end of each year (Claasen, 2014).

2.11 CONCLUSION

The aim of this chapter was to provide a theoretical background of the concept leave. The concept leave was defined as it relates to employee benefits. This chapter also provided the two types of employee benefits, namely: the mandated employee benefits and employer provided employee benefits. The discussion of the two types of employee benefits created an environment to define the concept leave. The discussions also assisted the researcher to outline the nature of leave in the public sector. The sources of the South African labour law and labour regulations were also identified in this chapter in order to understand the framework of leave.

This chapter also brought an understanding of the broader aspects for managing leave and for creating a healthy environment where employees can play and work. As a result the key components of leave management and the integration and alignment of leave management were discussed. This chapter concludes that leave is essential for enhancing employee performance and health. For all the public services the procedure for applying for leave is the same and standardized. From all the types of leave it was noticed that sick leave is still a difficult process to manage. Based on the challenges experienced on a daily basis with the leave administration

the public sector has established some effective control measures to manage leave for minimising the cost. In this regard Chapter 3 will discuss the processes that are used in the public sector for managing leave.

CHAPTER 3 AN OVERVIEW OF LEAVE MANAGEMENT

3.1 INTRODUCTION

The purpose of this chapter is to provide a framework for understanding the processes that underpin leave management in the public sector. With the advent of the democratic South Africa, the government leaders realized the need for change in the public service. As the result of the transformation, an approach engaged on how the services should be provided by the various government departments. In this chapter the administration of leave is discussed. The discussion focuses on the processes for managing leave; qualification, training and competency of leave officers. The process for leave application and the recording of leave are discussed. This chapter concludes with the description of the control mechanisms for leave management. The control mechanisms focus on the audit process and the attendance registers. The importance of leave planning and recording is also discussed.

3.2 SIGNIFICANCE OF LEAVE MANAGEMENT IN THE PUBLIC SECTOR

Leave forms part of the mandatory employee benefits. Such benefits should be managed in an appropriate manner to ensure that the employee and the employer do not lose any costs. Chapter 2 indicated that leave is a cyclical process. Therefore adequate control and monitoring is essential for achieving efficiency and effectiveness. As employees request time away from work, certain functions need to be undertaken. Therefore it is important for the manager to ensure that the leave is granted and the leave is signed and recorded. If the leave is not granted that could lead to redundant employees and as a result they will not concentrate and that could result in a total loss to the institution. Managing leave is a complex situation. The complexity could be that the leave officer is required to capture and administer the leave forms manually before the data could be recorded systematically. The manual processing seems to be costly and often results in errors (Infotronics, 2011:1).

The management and administration of leave taking has been a subject of enquiry by government departments in South Africa, and in particular the Auditor-General (Reddy, Prinsloo, Netshitangani, Moletsane, Juan and Janse van Rensburg, 2010:29). The Public Service Commission (PSC) undertook a study that investigated

the eight (8) national departments in relation to leave usage. The following departments were identified and agreed to participate in the investigation:

- Agriculture
- Environmental Affairs and Tourism
- Foreign Affairs
- Justice
- Land Affairs
- Public Works
- Trade and Industry
- Water Affairs and Forestry (PSC, 2013).

As Reddy *et al.* (2010:29) highlighted above that there are many discrepancies that occur during the process of leave administration resulting in financial and other implications. Such irregularities prompted an investigation by the PSC to determine how effectively leave is managed in the Public Service. Specific attention was given during the investigation to assess the following:

- What administrative systems are in place in the Public Service to deal with the management of leave?
- Are managers in the Public Service familiar with the relevant departmental and national prescripts regarding leave?
- How and where is leave recorded and are the record systems effective?
- What is the current status of leave accrual in the Public Service? and
- What problems are experienced in respect of the management of leave (PSC, 2013)?

A report prepared by the Auditor-General found that:

- average levels of sick leave were not monitored to an extent that the management was not aware of increasing levels of sick leave;
- inadequate management information systems and incomplete PERSAL data; and
- there were no formal guidelines for managers, such as return-to-work interviews, in cases where excessive absence occurred (Reddy *et al.*, 2010:29).

The problems also include the effectiveness of the rostering process, unscheduled leave, requirements for transportation, custody of inmates outside the institutions, and delays in the staffing process resulting in long term position vacancies (acting situations) at the institutions (Correctional Service Canada, 2006:ii). These are serious cases which need attention. However, the Public Service Regulations 2001 is behind the establishment of this leave policy. Therefore the implementation and compliance to it is significantly important. Leave management as it stipulates is an administrative activity and therefore calls for good governance. To ensure that there is good governance in the departments and the entire public service, chapter 9 institutions have seen introduced by the Constitution of the Republic of South Africa, Act 108 of 1996 section. The Public Protector and the office of the Auditor General are some of those institutions.

Based on the findings presented above this indicates that the problem is three-fold, meaning that there is reluctance on the employee side and lack of monitoring from the management side. The resources also seem to be a problem whereby there is inadequate management of information systems. The two factors complement each other and strict measures that will determine the extent of sick leave to enhance efficiency. The use of the PERSAL system was encouraged to ensure that the information is consolidated to a reliable system that will help management to track the leave trends (Reddy *et al.*, 2010:29).

3.2.1 Corrective measures suggested by the Auditor-General

There are a number of factors that impact on managements' ability to effectively control leave and overtime (Correctional Service Canada, 2006:ii). Based on the problems encountered the following corrective measures were suggested based among other things on adherence to the *Public Service Act* (Act No. 103 of 1994). The suggested corrective measures were issued in terms of Public Service Regulations 2001 as it regulates the process of leave management. The suggested corrective measures are presented below and included:

- departments formulating and implementing sick-leave management policies and practices (such as quarterly printouts to line managers indicating trends per employee);

- regular controlling, monitoring and reporting on sick leave trends (including analysis of impact on service delivery, and corrective steps);
- inclusion of sick-leave management in the performance contracts of managers and supervisors;
- availability of PERSAL information to managers and supervisors, and the required PERSAL training; and
- training provided to managers on the management of sick leave (Reddy *et al.*, 2010:29).

The Auditor-General's report also suggested that there should be an establishment of the employee assistance programme (EAP). The EAP was introduced because of the increasing rates of sick leave applications and processing. Furthermore the directive on *Policy and Procedure on Incapacity Leave and Ill-health Retirement* (PILIR) for public service employees was introduced for ensuring that sick leave is not abused (PSC, 2013). The eight-week rule was also implemented whereby the employees were required to submit a medical certificate after two absences recorded as sick leave during their absence period (Reddy *et al.*, 2010:29). These include the effectiveness of the Rostering Process, unscheduled leave, requirements for transportation and custody of inmates outside the institutions, and delays in the staffing process resulting in long term position vacancies (acting situations) at the institutions (Correctional Service Canada, 2006:ii).

Employee leave trends

Table 3.1 provides a summary of vacation leave used by public servants, including educators, for the year ended 15 July 1999. The study was only concentrated on the eight provincial administration departments of the South African public services and the national departments. The data presented in Table 3.1 was extracted from the PSC report.

Table 3.1: Summary of vacation leave used by public servants, including educators, for the year ended 15 July 1999

Organisation	Officials currently employed		Officials not using vacation leave		Officials using vacation leave	
	Number		Number	%	Number	%
Eastern Cape Provincial Administration	136024		115507	84.9	20517	15.1
Free State Provincial Administration	59983		29995	50	29988	50
Gauteng Provincial Administration	118734		46448	39.1	72286	60.9
KwaZulu-Natal Provincial Administration	156586		92570	59.1	64016	40.9
Mpumalanga Provincial Administration	51358		32103	62.5	19255	37.5
Northern Cape Provincial Administration	15519		7940	51.2	7579	48.8
Northern Province Provincial Administration	114785		45304	39.5	69481	60.5
North West Provincial Administration	67420		40878	60.6	26542	39.4
Western Cape Provincial Administration	67432		29943	44.4	37489	35.6
Independent Complaints Directorate	85		0	0	85	100
South African Management and Development Institute	77		0	0	77	100
Arts, Culture Science and Technology	472		11	2.3	461	97.7
Welfare	266		3	1.1	263	98.9
Office of the Deputy President	144		2	1.4	142	98.6
Justice	12830		1073	8.4	11757	91.6
Housing	147		0	0	147	100
Office of the Public Service Commission	108		0	0	108	100
Environmental Affairs and Tourism	1290		42	3.3	1248	96.7
Home Affairs	6331		412	6.5	5919	93.5
Public Works	4312		377	8.7	3935	91.3
Health	1271		361	28.4	910	71.6
Government Communications and Information Systems	280		18	6.4	262	93.6
Office of the President	184		6	3.3	178	96.7
Transport	240		8	3.3	232	96.7
Mineral and Energy	803		20	2.5	783	97.5
Constitutional Development	193		5	2.6	188	97.4
Office of the Public Enterprises	32		1	3.1	31	96.9
Trade and Industry	959		17	1.8	942	98.2
Foreign Affairs	1698		113	6.7	1585	93.3
Labour	5104		170	3.3	4934	96.7
Water Affairs and Forestry	24929		11919	47.8	13010	52.2
Government Printing Works	868		9	1.0	859	99.0
State Expenditure	341		8	2.3	333	97.7
Education	633		10	1.6	623	98.4
Land Affairs	2731		51	1.9	2680	98.1
Finance	670		23	3.4	647	96.6
Agriculture	3046		142	4.7	2904	95.3
Statistics South Africa	673		77	11.4	59.6	88.6
Sport and Recreation	95		3	3.2	92	96.8
South African Police Services	125062		33255	26.6	91807	73.4

Public Service mid Administration	232	2	0.9	230	99.1
Correctional Services	31376	1002	3.2	30374	96.8
Total for the Public Service	1015323	489828	48.2	525495	51.8

Source: Public Service Commission (PSC), 2013.

3.3 MANAGING LEAVE FOR PUBLIC SERVICES

Leave management is one of the most important HR processes that consume a small but significant portion of managerial time. While managers are usually overloaded with projects and hunger for resources, approving subordinates leave is a tight rope walk. On one hand HR has to ensure compliance with leave policy and ensure availability of sufficient resources for business continuance; while on the other hand it has to improve employee satisfaction. Most of the employees have witnessed bitter manager-employee relations on issues of leave-. Thus, leave management becomes an important strategic task for the organization (Sharma, 2009).

Sharma (2009) indicates that there is strategic value attached to leave. Managing leave should not be taken for granted. The strategic value that is directly related to leave management is listed as follows:

- Meeting project delivery deadlines
- Legal issues with leave
- Emotional factors related to leave
- Financial implications of leave
- Performance v/s leaves)

3.4 INSTITUTIONAL ARRANGEMENT

The institutional arrangement of each and every department is determined by its own organizational structure, processes and procedures. The sections below will provide information about the background of the DCS and the DHA.

3.4.1 Background to DCS and DHA

The DCS structure is made up of the National Head Office, Regional Management Areas and the Centre levels. For the purpose of this research the focus will be on Management Areas and Centre levels. The DHA and the National Head Office is situated in the city centre and the BVR office while the OR Tambo International is

Kempton Park, Johannesburg. Both at BVR and OR Tambo International offices, there are HR offices led by the personnel practitioners. Both departments have a dedicated office that deals specifically with leave management. In the management area there is a leave office responsible for all the support service personnel with the processing of leave. They only focus on leave as the key responsibility area.

The DCS has been declared as essential service by the essential services board. This means that the officials of this department cannot embark on an industrial action or strike. This is because the services that they provide cannot be interrupted. To further support this point there are various shift systems to ensure that there are officials at work at all times. Other than that the mandate of this department as indicated in the mission statement is to provide for a safe and secure department.

This means that security is one of their core responsibilities. On the other hand the DHA also provides the essential service. This department might not be classified as an essential service but at all times it will require that officials are available to provide the service. As one of its functions the DHA is also responsible to issue the identity documents and the death certificates. They are also responsible for the issuing of the visas and passports for the people travelling outside the borders of the country. In some cases these applications will be as the result of emergency situations. The department also has people working at the border posts. These officials also provide essential services and there is no way the department can afford to work without them.

To ensure that these departments continue to render services to the public in line with their mission and vision statements they must ensure that enough officials are on duty. The supervisors and managers are therefore expected to manage them and their leave properly. Even though in some cases the officials manipulate or misuse this privilege the supervisor must always be able to identify these trends.

3.4.2 Human resources function and leave management

Human resources are regarded as the department's most valuable asset. The value of the HR office is expressed as follows based on its role to ensure that:

- All development interventions are in line with the Government's strategies and with the vision and mission of the Department.
- All development interventions are competence based; and
- Training is focused (Department of Correctional Services, 1997:46).

The importance of the HR office depends on a committed senior leadership team that is ready to translate the organisations shared vision. In Chapter 2 a discussion on the key components of leave management was discussed. The respective discussion focused on ensuring that all employees understand the institutional mission, vision for the future, core values, goals and objectives, and strategies organization (United States General Accounting Office, 2001:16).

A discussion on aligning the organisational components was also discussed. Employees like an environment where they can play and relax, therefore the HR office must ensure that all the resources are available for the employees to play with. Therefore it is important that the institution should best pursue this vision, - building a commitment to the vision at all levels of the organization (United States General Accounting Office, 2001:16). Capacity considerations are vital in enabling delivery of leave management. The following are the officials responsible for leave administration in both the Departments of Home Affairs and Correctional Services.

3.4.3 Heads of managers

Each function that must take place in the organisation must have a leader who will manage the process. Managers are responsible for making and executing decisions within their authority. Managers also draft the budgets, schedules, and human and capital assets for their programmes or projects (National Aeronautics and Space Administration [NASA], 2006:13). Heads of managers are responsible for strategic formulation. Strategic formulation involves senior managers evaluating the interaction between strategic factors and making strategic choices that guide managers to meet the organization's goals (Bratton, 2001:41). Managers could lead the programmes and projects. Therefore they are responsible for working across organizational lines to perform appropriate integration functions (NASA, 2006:13).

3.4.4 Leave officer

In the DHA too there is a senior personnel practitioner who is responsible to manage all the staff members responsible for leave administration. For all the challenges that these staff members come across they report them to her and resolve them or refer them to the next level if she cannot resolve them. The leave officer serves as a Centre Coordination Staff Support at middle management level responsible for all the HR related responsibilities including the leave administration. The leave officer reports to the leave manager or senior administrator for the leave office. The leave officer performs various functions in the department. The leave officer is responsible for ensuring that the leave forms are issued and completed back to the office. The leave officer also ensures that the overall planning, coordination, and integration of the leave functions are operational (NASA, 2006:14).

45.5 Leave clerk

The centres are divided into units and within each and every unit, there is an HR clerk. The HR clerks and Persal users are only responsible for all the activities that are related to leave administration. The leave clerks record all the leave that they have received from various sections, offices and branches. Leave clerks receive the leave forms coming from different sections, offices and units for processing. They are also responsible for capturing these leave forms on the Persal system and filing them. The centres are divided into the units and within each and every unit, there is an HR clerk.

The leave forms are brought through the registers accompanied by a signed leave form as it is a requirement for all leave applications. These officers are responsible to administer leave and to send it to the National Office for further processing and capturing. There are messengers that are responsible to take these leave forms on a daily basis to the National Head Office where capturing is done. After all these leave forms have been captured they are filed in the respective employees leave files (Participant observation from the interviews held in the two Departments, 2013).

3.5 MEASURES REGULATING THE MANAGEMENT OF LEAVE

The public sector operates within an extensive legislative framework designed to ensure appropriate behaviours, accountability and transparency. The public sector is

required to provide services that are equitable and that are characterised by a high standard of ethical behaviour (Australian National Audit Office, 2009:3). At the centre of each and every good administration there is legislation that enforces such governance (Stapelfeldt *et al.*, 2012). Several scientific approaches have therefore been used which may explain the variety of approaches used to measure sick leave within an epidemiological framework:

- frequency of sick leave spells per individual,
- the total length of absence during a specified period,
- rate,
- cumulative incidence; and
- duration of absence spells (Stapelfeldt *et al.*, 2012).

3.5.1 The Constitution of the Republic of South Africa, Act 108 of 1996

Chapter 10 of the Constitution of the Republic of South Africa, Act 108 of 1996 (thereafter the Constitution) is all about the Public Service. What is relevant to this study are the principles mentioned in section 195 (a) which address the high standards of professionalism and ethics. This principle gives a certain standard of performance to those who are responsible for leave administration at all levels. These levels range from the applicant of – leave to the accounting person in the department. The other important principle within section 195 (b) is the efficient, economic and effective use of the resources. Leave has financial value and all efforts must be made to ensure that it is well managed. It is recommended that efforts should be made to ensure that those who are tasked with the responsibility of managing leave are trained and developed so that they can realise the aim and objective of the Constitution. Table 3.2 provides an outline of the legislative and regulatory framework for labour law.

3.5.2 The Public Finance Management Act No 1 of 1999

The Public Finance Management Act No 1 of 1999 (hereafter the PFMA) also emphasizes effective and efficient management of resources in all the spheres of the government. Chapter 5 Sections (36) emphasises the role of the accounting officials.

In some instances employees do not want to accept responsibility for various reasons.

Table 3.2: Legislative and regulatory framework

LEGAL FRAMEWORK FOR HR PLANNING IN THE PUBLIC SERVICE				
Constitution of the RSA, Act 108 of 1996	-Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000 -Employment Equity Act, Act No. 55 of 1998 -Basic Conditions of Employment Act 75 of 1997	The Public Finance Management Act (PFMA). Act 1 of 1999 (as amended) -Skills Development Act, 1998 -Labour Relations Act, 66 of 1995		Public Services Act, 1994 -Public Service Regulations, 2001, Chapter 1 -Immigration Amendment Act [No 3 of 2007]
STRATEGIC FRAMEWORKS FOR HR PLANNING IN THE PUBLIC SERVICE				
White Paper on Human Resource Management in the Public Service, 1997 National HRD Strategy	-White Paper on the Transformation of the Public Service, 1995 -Public Service HRD Strategy 2 -National Skills Development Strategy II			Millennium Development Goals
ECONOMIC AND SOCIAL POLICY FRAMEWORK AND PROGRAMMES				
Presidential Pronouncements and Budget Speech	Integrated Developmental Plans	Medium Term Strategic Framework	National Spatial Development Strategies	Provincial Growth and Development Strategies
DEVELOPMENTAL PROGRAMMES				
Accelerated and Shared Growth Initiative for South Africa (ASGISA)			Joint Initiative for Priority Skills Acquisition(JIPSA)	

South Africa: Department of Public Service Administration. 2008:21

Some of the common reasons that the managers encounter in the workplace is that the employees are reluctant to accept the blame for their faults. The PFMA makes provision for delegations within the public sector whereby all delegated responsibilities must be written as it will form part of the individual key performance areas. This action is supported by section (36) (3) of the PFMA to appoint people accountable, other than Heads of the Department. In order to enforce compliance for delegated responsibilities, section (38) (h) stipulates that disciplinary steps should be invoked against those who do not comply with the assigned responsibilities.

3.5.3 The Public Service Staff Code and Regulations

The Public Service Staff Code contains all the benefits and conditions of employment in the Public Service. Chapter D.11 is about leave of absence. This code is also used in conjunction with the Labour Relations Act No 66 of 1995 chapter 111 parts (b)(c) (d). These parts are about the Bargaining Councils which come up with the revised benefits in the Public Service. One of the products of this council is the Determination of Leave of Absence.

3.5.4 The Basic Conditions of Employment Act 75 of 1997

The Basic Conditions of Employment Act 75 of 1997 (hereafter the BCEA) is one the acts that protects the rights and the benefits of the officials in the workplace. Section 20 to 27 outlines all the different types of leave and the conditions under which they can be enjoyed by employees. In Chapter 2 the following types of leave were discussed:

- Vacation leave (annual)
- Sick leave (Temporary Incapacity leave and Permanent Incapacity leave, leave for Occupational Injuries and Disease)
- Maternity leave (Pre-Natal leave)
- Family Responsibility leave
- Special leave (study leave and leave for officials of the recognized labour movements)

3.5.5 Leave Policy

Leave policies are often based on seniority, job classification, or mandated by union or federal employee regulations (Infotronics, 2011:2). The general leave measures are set out in the *Basic Conditions of Employment Act 75 of 1997* and the *Labour Relations Act 66 of 1995*. Effective management of leave is realised through a well-developed policy directive pertaining to leave. Each institution is required to develop a leave policy for managing leave as it relates to leave measures associated with health, family and special leave categories.

A leave policy regulates all forms of leave that are accrued and due to employees as a benefit. It also outlines the procedures that need to be followed for the granting and taking of such leave (Sisonke District Municipality, 2013). All employees are entitled to take leave. Hence the policy provisions apply to all employees, that is, permanent employees and contract employees. Leave entitlements may be used for on-going professional development (Reddy *et al.*, 2010:i). Professional development may include the indicative workshops offered for a day to two days and conference attendance. Some employees may seek approval for undertaking research and attending lectures during normal working hours. The following sections will discuss the administration of leave and the control measure undertaken for managing leave in the public sector.

3.6 THE ADMINISTRATION OF LEAVE

Growing organizations go through stages of a life cycle and each stage has its own specific characteristics of structure, control systems, goals and innovations (Richard, Jonathan and Hugh, 2010:326). Such cycles enables the institutions to be able to identify the problems encountered and to develop solutions. Institutions accomplish their leave management by means of developing and maintaining government wide regulations. In order to support the effective management of annual leave entitlements, organisations should fully implement the annual leave arrangements included in their employment agreements. The effective management of annual leave, at both strategic and operational levels, is important in maintaining the well-being of staff, an organisation's productivity and its ability to deliver services efficiently and effectively (Australian National Audit Office, 2009:7).

In addition, actively managing staff's use of their annual leave entitlements can help reduce the financial risks associated with accruing leave entitlements (Australian National Audit Office, 2009:7).

The administration of leave encompasses a lot of activities. The following are discussed as it relates to leave administration:

- Leave management procedures
- Qualification, training and competency of leave officers
- Leave application
- Recording of leave

The leave management procedure is discussed in the next section with the ten key areas in leave administration and compliance.

3.7 LEAVE MANAGEMENT PROCEDURE

Leave administration forms part of the broad HR functions. In order to support the effective management of leave entitlements, organisations are required to fully implement the leave arrangements included in their employment agreements. The effective management of annual leave, at both strategic and operational levels is important for maintaining the well-being of the employees and the organisation's productivity and its ability to deliver services efficiently and effectively (Australian National Audit Office, 2009:7).

In addition, managers are required to actively manage employee's use of their annual leave entitlements. Continuous monitoring can help to reduce the financial risks associated with accruing leave entitlements (Australian National Audit Office, 2009:7). The Liberty Mutual Group (2006:1) provides the ten key areas for leave administration and compliance. The respective key areas are presented in Table 3.3.

3.7.1 Best Practice 1: Develop a leave policy specific to the organization

The activities rendered in any institution are governed by a set of rules and regulations. Therefore it is important for the managers to develop policies that will guide the intended programmes and projects. The activities rendered have certain

functions that should be accomplished. Such functions will be allocated to a specific person who will render a particular activity. The employees that are involved with leave administration are then tasked with certain tasks and responsibilities. As a result they should know and understand what is expected from them. Gary (2013:73) states that the management must develop and clarify the communication plans, policies and role expectations

Table 3.3: Ten key areas for leave administration and compliance

Best practice	Description
Best Practice 1:	Develop a leave policy specific to your organization.
Best Practice 2:	Find the right administrative method for your programme.
Best Practice 3:	Foster buy-in from all internal and external stakeholders, including HR, Legal, Payroll, Supervisors, and Managers.
Best Practice 4:	Define how leave will integrate with other benefits.
Best Practice 5:	Develop specific procedures for managing intermittent leave.
Best Practice 6:	Communicate programme eligibility requirements and benefits to employees early and often.
Best Practice 7:	Promote on-going Supervisor/Management communication.
Best Practice 8:	Insist on compliant and consistent administration to maintain productivity and mitigate legal exposure.
Best Practice 9:	Ensure data is captured and available.
Best Practice 10	Continually seek process improvement.

Source: Liberty Mutual Group, 2006:1

The clarification will focus on defining the jobs responsibilities and requirements, setting performance goals and assigning specific tasks to the respective employees. Gary (2013:73) further provides the following guidelines about clarifying the job specifications:

- Clearly explain an assignment;
- explain the reason for the assignment;
- check for understanding of the assignment;
- provide any required instruction on how to do the task;

- explain the priorities for the different goals and objectives or responsibilities; and
- set specific goals and deadlines for important tasks.

3.7.2 Best Practice 2: Find the right administrative method for your programme

Finding the right administrative method for the programme is important for any programme implementation. A variety of administrative methods can be used however there is no one-size-fits-all scenario for leave management. A lot of discrepancies have occurred during the implementation, therefore it is important to analyse the existing processes and methods in order to conform to the prescripts of labour law on leave management (Liberty Mutual Group, 2006:9). In order to enhance the management of leave the National Aeronautics and Space Administration (NASA, 2006:16) provides aspects required for a decision-making environment. The respective aspects are highlighted as follows:

- The use of one common database and format;
- the ability to trace budget and actual costs from a single project up through the Agency education outcomes with linkage to the NASA Strategic Plan;
- a link between budgeting and both operational and strategic planning;
- connectivity with the core financial system used by the Finance Organization, Mission Directorates, Mission Support Offices and Centres; and
- assessments and audits using this same database (NASA, 2006:16).

3.7.3 Best Practice 3: Foster buy-in from all internal and external stakeholders

The HR and the leave officers depend on the whole workforce for maintaining a compliant leave management programme. It is important to ensure that all employees understand the procedures for leave and how it works. It becomes difficult for the officer to send an incomplete form which is not signed by the immediate supervisor. In order to ensure that all employees understand the process it is suggested that the leave manager must:

- Involve frontline stakeholders when implementing programme changes;
- request feedback from managers and employees to identify areas for improvement;

- leverage internal expertise to promote compliant administration; and
- schedule leave advisory meetings on a frequent basis to review the programme (Liberty Mutual Group, 2006:10).

High-performance organizations begin by defining what they want to accomplish and what kind of organization they want to be. The BCEA provides a framework for leave entitlements. Each department is required to develop its own policies that meet the specific needs of the respective institution. The leave policy must be developed according to the core business of an institution. In this case the employers should consider factors such as different employee classes, state-specific regulations, and corporate guidelines as they develop their leave policies (Liberty Mutual Group, 2006:6). The reason for developing a specific policy is because of the different types of work performed in the public service. For instance, the DCS operates within a 24hours basis, whereby the services are rendered on a seven day basis. The DHA provides services that are crucial and demand driven. Therefore the leave policy for these two departments will be different from the education sector or - the welfare services. In this regard it is important for the institution to develop strategies that will enhance the value of its employees and focus their efforts on the agency's shared vision (United States General Accounting Office, 2001:13). In Chapter 2 it was discussed that there are discrepancies that led to the interventions which developed the corrective measures for managing leave in the public sector. It is important for the institution to:

- review current policies to identify what is working, what is unclear, and what could be improved;
- incorporate guidelines for different employee classes, including collective bargaining, exempt, and non-exempt groups;
- develop policies for employees eligible for state-specific leave benefits;
- solicit feedback from legal, benefits, and human resources personnel prior to updating the policy (Liberty Mutual Group, 2006:6).

3.8 QUALIFICATION, TRAINING AND COMPETENCY OF LEAVE OFFICERS

A highly educated and well-prepared workforce has been and continues to be critical to the success of the organisational mission (NASA, 2006:3). Managing leave is a

crucial element within any organisation especially when leave has a monetary value attached to it. Managers are required to identify and develop the critical skills and capabilities needed to ensure achievement of the departmental vision for managing leave (NASA, 2006:3). It is therefore important to ensure that training and professional development takes place in order to enhance the employee's skills. Training and professional development forms part of the human capital investment and it is a developmental opportunity to help as it builds competencies for employees in order to achieve the organisational shared vision (United States General Accounting Office, 2001:20). Investment in education is directly linked to inspiring the next generation of explorers and innovators (NASA, 2006:3).

Training and professional development may be provided in different forms. For example, the department may offer induction courses to all new employees. Furthermore the training can be offered on quarterly basis to allow the leave officers an opportunity to adapt and for becoming accustomed with the leave management process.

Induction and continuous training

Induction is intended to give a basic understanding of how the institution or a unit is governed and managed. It also allows an opportunity for the employees to understand the internal and external requirements that drive the leave management strategy (NASA, 2006:3). These activities also assist the employees to better understand their leave entitlements and employment conditions (Australian National Audit Office, 2009:41). The respective activities also provide support for line managers within an organisation to deal with policies and guidelines dealing with the management of annual leave.

The process of these trainings take account of the information that support the implementation of the annual leave arrangements as outlined in the employment agreements. In addition, targeted training and support is mostly provided to managers and employees who have leave-related responsibilities. The aim of such capacity is to facilitate the consistent management and processing of annual leave (Australian National Audit Office, 2009:41).

3.9 LEAVE APPLICATION

Application for leave is completed in a form made available to all employees which is later approved by the immediate supervisor. The employees who wish to take leave must complete a Z1(a) form. The application form for the public service is presented in Appendix A. The grant of vacation leave is always subject to the exigencies of the Public Service. Managers are required to plan the employees leave in order to ensure that service delivery is not compromised. In a case where the leave was not planned the applicant and the manager must ensure that there is a replacement for the particular functions. An employee may apply for a half-day leave.

3.10 RECORDING OF LEAVE

For many organizations, the success of a flexible paid leave programme is dependent on whether the programme is efficiently managed and accurately tracked. The democratic dispensation has allowed the public sector an opportunity to administer its services on a technological manner. Whereas, prior to 1994, leave was administered manually. Manual administration is time-consuming and it is costly. The manual process also led to delayed approvals and monitoring processes and reporting. Manual methods are also error-prone, and could result in leave abuses and costs related to absent staff (InfoTronics Inc., 2011:2).

It is evident that the institutions require reliable systems and controls to support the consistent, accurate and timely processing of annual leave applications (Australian National Audit Office, 2009:45). A reliable system for administering leave will enhance:

- systems and controls over the processing of annual leave applications;
 - develop and communicate procedures to support the processing of annual leave applications; and
 - process annual leave applications in accordance with these procedures.
- (Australian National Audit Office. 2009:45).

Information Technology (IT) is an integral part of the department's transformation plan. The use of IT for recording leave is aimed at realising the objectives of the transformation plan within the framework of the information and technology strategy (Department of Correctional Services, 1997:53).

Human Resource Information System (HRIS)

Table 3.4 communicates the benefits of using IT in the management of leave. All the strategic objectives of the DCS are supported by the Information and Technology Strategy (Department of Correctional Services, 1997:53). Now lately each department activity has its own system for achieving the organisational goals. This can be noted about the financial management system which is complemented by the basic accounting system (BAS) in order to reconcile the budget and the expenditure for reporting. The HRIS is complemented by the PERSAL system. Prospective employees are also given an opportunity to upload their CVs and apply on-line for the post advertised. The public sector especially in the local government has also devised some means to collect their revenue through advanced technologies that are linked to the municipal systems. The work of government is thus very information-intensive and four main types of formal information are identifiable:

- Information to support internal management;
- Information to support public administration and regulation;
- Information to support public services; and
- Information made publicly available (Economic Commission for Africa, 2003:24).

Table 3.4: Information Technology (IT) benefits

BENEFITS TO THE ORGANIZATION	BENEFITS TO HR	BENEFITS TO EMPLOYEES AND MANAGERS
<ul style="list-style-type: none"> •On-line attendance logging option. •Integration with external attendance logging systems. •Easy data uploads. •Plan rosters/work shifts. •Organize and monitor attendance and leave data. •Plan for work under absentees. •Reduction in HR intervention. 	<ul style="list-style-type: none"> •Automatically computes and maintains applicable leave balances displayed to the employees at the time of applying for a leave. •HR can set-up leave rules for automated rule based work-flows 	<ul style="list-style-type: none"> •Online leave Application & approval. •Allows users to define their own “In my absence” rules for HR processes of their direct reports. •Online access to leave balances. •Online access to leave transactions. •Track team attendance and work hours.

Source: The EmployWise™, 2011

The HRIS allows the HR function to become more efficient and to provide better information for decision-making (Beadles, Lowery & Johns, 2005:39). The HRIS may assist the leave department to eliminate paperwork; improve communication; and enhance employee-management relations (InfoTronics, Inc., 2011:2). Maintaining compliance or managing leave data is sometimes difficult especially when the institution's leave management is administered manually or Excel based.

3.10.1 Processes followed to record leave

The following discussion was obtained during the interviews in the DCS and DHA offices.

Vacation leave

As leave is one of the employee benefits, the HR office is responsible for leave administration. When the official intends to apply for a planned leave he/she must approach the immediate supervisor or the (HR) office and obtain a leave form. The HR office will then review the employee record of service to ascertain whether that particular official has leave credit(s). The verification of the employee record of service is important so that the employer cannot approve false leave. The two departments indicated that they have a procedure for scheduling employee leave. After the leave credits have been verified by the official the applicant will then be required to complete all the fields in the leave form. These fields are about the personal particulars and the period of the intended leave. The leave form will then be taken to the supervisor for recommendation and thereafter it will be approved by the line manager. A leave form may be approved or disapproved (Participant observation during the interviews, 2013).

Sick leave

In case an employee is sick a Z1(a) will be completed and submitted to the immediate supervisor. In this case the employee will be required to submit a medical certificate derived from the doctor who was consulted. There are certain requirements that the sick note should conform to. In most cases a legitimate medical certificate may be submitted. A legitimate certificate should contain

- the period of absence,

- the name of the patient,
- the practice number of the doctor,
- the name and the signature of the doctor.

In case an employee is entitled for a special leave or family responsibility leave, legitimate documentation is also required to verify the absence. For this case the employee may submit the examination timetable (North West Provincial Government, 2013:2) birth certificate of the new-born child, or the invitation letter for the court case or for union members (Claasen, 2014).

Recording of leave is the most critical process in any workplace. In order to alleviate the problems it is best for the institutions to identify and manage risk related issues beforehand. Risk management is a key element of an organisation's control framework. Risk assessments are normally conducted at an organisational level and at operational or process levels (Australian National Audit Office, 2009: 42).

3.11 CONTROL MECHANISMS

Enhancing public sector performance is a key goal of governments around the world. (Australian National Audit Office, 2009:iii). Although in some instances the supervisors and managers fail to pick up the causal factors on time. In this case they should be able to monitor and control the work done by the subordinates on time. The control mechanism for leave management comprises of:

- audits;
- attendance registers;
- summaries of leave taken;
- providing leave credits on pay slips;
- leave planning; and
- records kept by line managers.

The control mechanism is to help achieve business goals, measure, monitor and report on the progress of the institutional commitments (Government of Newfoundland and Labrador, 2008:8). Organisational efficiency depends on the ability of the institution to develop a monitoring and control structure to determine the

impacts and outcomes of the leave policy (NASA, 2006:3). Gary (2013:75) defines monitoring as the gathering of the information about the operations of the unit processes and successes of the projects. Monitoring can be undertaken by means of observations, written reports, seeing the computer screen displays of the performance of data, inspecting the quality of a sample of the work and having progress meetings with either groups or individuals. Monitoring is a routine on-going process for assessing the institutional activities (South Africa: Department of Public Service Administration, 2008:7).

3.11.1 Audits

The Correctional Services institutions operate for 24hours a day (shift interval) and on a weekly seven day basis.. This operational requirement poses complex resourcing and scheduling demands for the management of its institutions. Resource changes often result in the need for overtime (Correctional Service Canada, 2006:i). The objective of the audit process is to determine whether institutions have effective processes for managing the annual leave entitlements of their staff. The audit function also ascertains whether the systems and controls over the processing of annual leave are implemented appropriately as speculated by the labour law (Australian National Audit Office, 2009:12).

Leave audits are performed internally and externally. Each department has an internal auditor who ensures that the leave processes are adequate. On an annual basis the performance of the department is submitted to the external auditor being the Auditor-General to inspect the process and service delivery mandate of the respective departments. The audit for the leave administration is aimed to:

- determine the adequacy of department systems and controls for the management of leave;
- identify means for improving the efficiency and effectiveness of these systems and accuracy of the data (including annual, sick, compensatory leave, family, volunteer, personal, leave without pay);
- determine the adequacy of department systems and controls for the management of overtime/compensatory time-off and identify means for improving the efficiency and effectiveness of these systems;

- assess the adequacy of the organizational structure for the management of leave and overtime (Correctional Service Canada, 2006:i).

3.11.2 Attendance registers

An attendance record refers to a record of an employee's attendance at his/her workplace. The attendance record usually shows the employee's start and end times, the total number of hours at work and, as applicable, the type of leave utilised for each absence (Australian National Audit Office, 2009:7).

3.11.3 Leave planning

Leave planning can be used interchangeably with the concept leave scheduling. Leave planning is linked to HR planning. The Staff Leave Planner is a management information system that allows managers to track, manage and report on employee leave / absence across the calendar year, effectively replacing a traditional wallchart calendar (Dhxsoft, 2014). HR Planning aims to ensure that an organisation has the right people at the right place at the right time, all the time (South Africa: Department of Public Service Administration, 2008:8). Institutional planning is characterised by the following six key principles, whereby:

- planning takes place at all levels;
- planning is information driven;
- planning identifies risks and challenges;
- planning is transparent, value-based and well communicated;
- regular reporting on integrated planning takes place;
- planning efforts are monitored, measured, and evaluated.

(South Africa: Department of Public Service Administration, 2008:12).

Leave planning forms part of the strategic management process which includes activities that range from appraising the organization's current mission and goals to strategic evaluation (Bratton, 2001:40). In all these types of leave the officials are expected to apply for their vacation leave entitlement in advance as far as possible. As a result all the officials are expected to plan their leave at the beginning of the calendar year. This planning is noted on the log book or the leave planner that is

compiled at the beginning of each and every year. In the DHA it is referred to as a planner while in the DCS it is called leave scheduling.

3.11.4 Records kept by line managers

Reddy *et al*, 200:38 identifies the techniques that are used for recording leave, namely: the daily attendance register/ time book and leave forms. Some institutions record the leave either on a normal Excel spread-sheet whereas others use composite leave tables / records for each employee. Institutions can also record the leave data on specialised electronic systems. The following items are also used to record leave:

- Daily attendance register/ time book
- Leave forms
- Composite leave register
- Movement register / time-off book
- Log book / incident book
- Relief register for absent employees
- Weekly reports
- Human Capital Leave Management System (HC-LMS) (Reddy *et al.*, 2010:38).

The attendance register usually records the employee's start and end times, the total number of hours at work and, as applicable, the type of leave utilised for each absence (Australian National Audit Office, 2009: 7). The Human Capital Leave Management System (HC-LMS) was implemented by the Western Cape Education Department (WCED) in most of its schools. Currently the HC-LMS is on its first phase of implementation. The HC-LMS is an online, electronic system that captures employee attendance (Reddy *et al.*, 2010:38). The interesting part about the HC-LMS is that it is monitored on a daily basis. The schools are required to file their report before 10:00 on a daily basis. The reconciled data is submitted to the head office. The system allows employees to check their leave balances.

The International Monetary Fund (IMF) and other international bodies have developed a number of codes and standards that set out "good practices" in the

areas of policy transparency, data dissemination and financial regulation and supervision. In relation to public reporting, the IMF has identified the following codes and standards:

- The public availability of information
- Open budget preparation, execution and reporting
- Budget data should be classified and presented in a way that facilitates policy analysis and promotes accountability
- Fiscal reporting should be timely, comprehensive and reliable, and should identify deviations from the budget (Economic Commission for Africa, 2003:27).

The IMF expects the public institutions to avail the reports and performances to the public eye as part of the accountability framework. The public sector does really adhere to the principles of the IMF. The availability of leave data is reported in the institutional annual reports and the strategic plans. The Gauteng Legislature also hosts a set of public participation sessions for reporting framework. The public participation is presented according to the respective committees established for service delivery provisions, such as the economic development and administrative functions. The Office of the Auditor-General also provides a critical link in the chain of public accountability, a role that is both unique and vital to the democratic process of responsible government. The Auditor-General's role is to assist the legislature

in overseeing the management of public money, by providing independent assessments of, and advice about, government accountability and performance. Reports should provide assessments and also highlight issues requiring the attention of the legislature or government, and should also contain recommendations that could assist government organizations to improve their management and performance (Economic Commission for Africa, 2003:27).

3.12 CONCLUSION

Both the departments of Correctional Services and Home Affairs are unique in the way they conduct their daily operations. They must always ensure that they provide the services to the satisfaction of the public. As a result of this the departments

should always ensure that they have enough staff members to fulfil their mandates and responsibilities. The success of each and every organization or department is vested on the shoulders of its employees and how they are managed and controlled to perform their duties. Leave administration as one of their benefits contribute to how the staff members become productive in their work. Equally when this benefit is not well managed and controlled more officials will not be at work and therefore make it impossible for the departments to provide the services that is expected from them. This information symbolizes the significance of leave administration as part of human resources management in the essential services.

CHAPTER 4 RESEARCH METHODOLOGY AND RESEARCH RESULTS ON THE MANAGEMENT OF LEAVE IN THE DCS AND DHA

4.1. INTRODUCTION

This chapter describes the research methodology and research results on the management of leave in the DCS and DHA. When a research is conducted various ways and means are used to gather information required for the content under investigation. The concept research is defined. A discussion about the research methodology is also presented. The research instruments used for conducting research are also discussed. The results of the interviews conducted are also discussed in this chapter.

4.2 THE CONCEPT RESEARCH

A research can be defined as the process of looking for particular information that a researcher can use for the study undertaken. According to Welman & Kruger (1999:2) research can also be seen as the process of using scientific methods to expand the knowledge in a particular field of study. In this case the focus is on the public service as represented by the Departments of Correctional Services and Home Affairs. The specific field of study in this research is leave administration. The research involves the application of various methods and techniques used to create scientifically obtained information.

Welman & Kruger (1999:18) explain the purpose of research as to describe how things are done, explain why things are the way they are and how to predict the phenomena. De Vos, *et al.*, (2005:124) define research as the systematic, controlled, empirical, and critical investigation of the natural phenomenon. The systematic nature of research is guided by various theories and the development of a hypothesis to make an assumption about the investigated phenomena.

4.3 THE RESEARCH METHODOLOGY

According to Martin, *et al.* (2006:6) a research methodology specifies how the researcher can go about to look for the relevant information that will be incorporated in a particular study. For this study, the research methodology was considered for all the steps to collect data that will be converted to usable information.

4.3.1 Literature Review

According to de Vos, *et al.* (2005:124-125) the purpose of the literature review is to contribute towards a clear understanding of the nature and meaning of the problem that has been identified. In this study the researcher has already identified what the nature of the problem is as identified in Chapter 1 under the research problem. The above-mentioned authors mention various functions of the research and for the purpose of this study the researcher chose the following:

- That literature is the excellent source for the selection or focusing on a topic. With this it reduces the chances of selecting irrelevant or outdated information.
- The other function of the research literature they mention as assisting the researcher to ensure that nobody else has already performed the same research; and
- It will help the researcher to shape the research questions or hypothesis.

According to Welman & Kruger (1999:34) the literature review can assist the researcher to be more aware of the inconsistencies and the gaps which may justify the further research on what has been found out or established. In relation to this study the Public Service Commission has already conducted an investigation on the leave administration in the Public Service and has tabled their findings. The reports of the DCS, DHA and the Public Service Commission were consulted in order to understand the literature on leave management. The literature review was used mostly in Chapter 1, 2 and 3. The researcher has so far used different sources such as the books, government and departmental policies as well as the applicable pieces of legislation.

4.4 QUANTITATIVE AND QUALITATIVE RESEARCH METHODS

There are different methods of conducting different types of research. However for the purpose of this study the qualitative quantitative methods were used.

Quantitative research methods

Martin, *et al.* (2006:132) describes a quantitative research as a method that enables the researcher to produce data in a numeric form by means of calculated systems in percentages. For this study a quantitative method was used to produce data into figures and graphs. The respective graphs and tables are presented in this chapter. It is also highlighted that the qualitative method is important since it helps to collect and analyse the results into general aspects about the data obtained. De Vos, *et al.* (2005:159) indicate that the quantitative data collection method may use measuring instruments. Such instruments may include questionnaires, checklists, indexes and scales. In this study this type of research method will be used as well.

Qualitative research methods

A qualitative research is different from quantitative research as it does not provide the researcher with a step-to-step plan to be followed to reach the goal (De Vos, *et al.*, 2005:269). Welman & Kruger (1999:186) on the other hand state that a quantitative research can be used successfully when analysing the groups, communities and the organization. In this case the government departments form part of the organization and therefore this type of research is considered in this study.

4.5 DATA-COLLECTION INSTRUMENTS

In this study the three types of data collection instruments were used. The first was a semi-structured interview scheduled in the DCS and DHA in Pretoria. The second instrument used was the questionnaire. The third instrument was the sampling.

Interviews

A study of the interview was used for the process of acquiring information from the selected participants in the DCS and DHA. Normally an interview can be orally, by phone or written. For the purpose of this study the researcher made use of a structured interview. According to Welman and Kruger (1999:166) when conducting a structured interview, the researcher will ask questions from the compiled questionnaire, called the interview schedule.

Questionnaire

There are two types of questionnaires that were designed for this study. The first questionnaire was aimed at the institutions, namely the DCS and the DHA. The aim of the researcher here was to establish the information from the representative of the departments. The second questionnaire asked questions about the knowledge of leave management. In this study, the structured interview was used. The purpose of this type of questioning was to ensure that as far as possible the response or answer from the respondents are the same. Table 4.1 provides the details about the distributed questionnaires.

Table 4.1 Distributed employee questionnaire and institutional questionnaire

Departments	Distributed Questionnaires	Received Questionnaires	Missing Cases
Employees interviewed during the interview schedule in the two departments			
Employees (DCS and DHA)	109	109	0
TOTAL	109	109	0
Institutional Questionnaires			
Department of Correctional Services	1	1	0
Department of Home Affairs	1	1	0
TOTAL	2	2	0

Population and sample

The term sampling refers to the selection of the population to be studied or observed (De Vos *et al.*, 2005:192). Again de Vos, *et al.* (2005:195) state that a sample is made up of elements of the population considered and included in the study. Welman & Kruger (1999:47) further view a population as the study objects which can be amongst others individuals, groups, organizations or conditions to which they are exposed. In this study the research will only be limited to the Department of Correctional Services and Home Affairs with reference to Pretoria the Region.

Study area

Both the Department of Correctional Services and Home Affairs are the national departments with their offices at the different regions within the Republic of South Africa. Their National Head Offices are both situated in Pretoria the capital city of South Africa. This study was conducted in Pretoria and for the purpose of this research references or discussions will be limited to Pretoria. There are various management areas in the Gauteng Region in the department of Correctional Services. The research was conducted in the following area: Kgosi Mmapuru II (formerly known as Pretoria). This Management Area is made up of five centers namely, Central, Local, Female, Odi and Atteridgeville, the Production Workshop as well as the Administration block. The other management areas are, Bavianspoort, +-20 kilometers from the city centre and Zonderwater which is in Cullinan +- 30 kilometers as well from the city centre. In the department of Home Affairs, the research will be conducted in the National Head Office situated in the city centre and BVR office in Bosman Street.

4.6 RESEARCH RESULTS

In this section the results of the surveys conducted in the DCS and DHA are presented. The report will start with the employee results and that will be followed by the institutional results.

4.7 EMPLOYEE QUESTIONNAIRE: DEPARTMENT OF CORRECTIONAL SERVICES AND HOME AFFAIRS

4.7.1 Characteristics of respondents

The characteristics of the employees are presented in Table 4.2.

Table 4.2 CHARACTERISTICS OF RESPONDENTS (N=109)

Value label	Number of participants	Percentage %
Gender		
Male	49	45%
Female	60	55%
AGE GROUP		
18-21	0	0%
22-25	3	5%
26-35	29	22%
36-49	67	51%
50+	32	22%
MARITAL STATUS		
Single	42	39%
Married	52	48%
Divorced	2	2%
Widow	2	2%
Never Married	11	10%

Gender

According to the percentages on gender the majority of the respondents were 55% female as compared to 45% male. One can attribute this to the fact that the respondents are in the National Head Office and because of the nature

of the work females can be appointed in various jobs as compared to the male candidates.

Age Group

There were no respondents for the age group 18-21. This can be attributed to various factors of maturity and dependency. Based on the observations the two departments appoint matured personnel who are middle aged. It could be concluded that the age group 18-21 are still at the higher education institutions. The age group of 22-25 constituted 5%. In this instance one can think that perhaps fewer officials are employed in the two departments. The percentage of the respondents of 26-36 was 22%. The data shows that the more the age group goes up the more the figures grow as well. The age of 36-49 jumped to 51%. This confirms the findings that no appointments are made at entry level. The number of officials of 50 years and above is 22%. This indicates that the majority of the economically active officials are between the ages of 36-50.

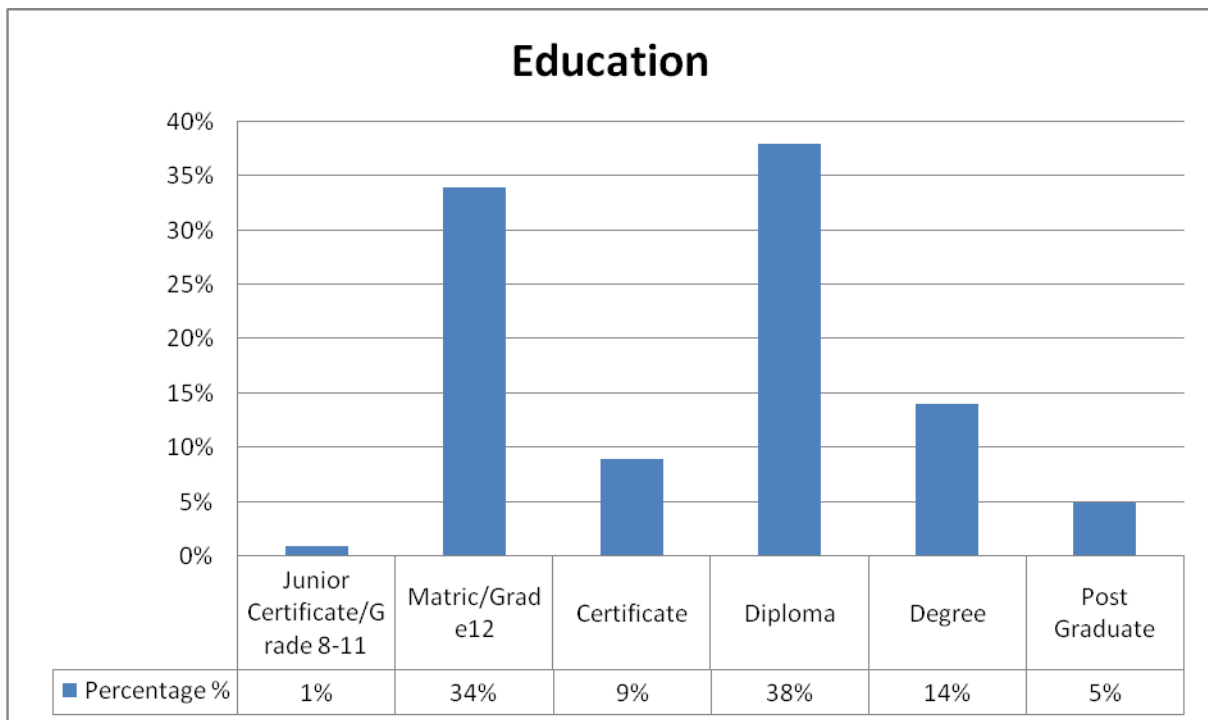
Marital Status

The data for the marital status item for the sample population is presented as follows. The single officials constituted 39% while the married made 48%. The data for the married respondents shows that most of the officials are having a steady life. The divorced respondents were represented by 2%. The never married constituted 10%.

4.7.2 Educational Qualifications

Education forms part of the employee benefits related to leave. It was interesting to find that the employees have the opportunity to study whilst working. As there are employees who are studying, some may request some time-off to attend the lectures and take part in research activities.

Figure 4.1: Educational qualifications

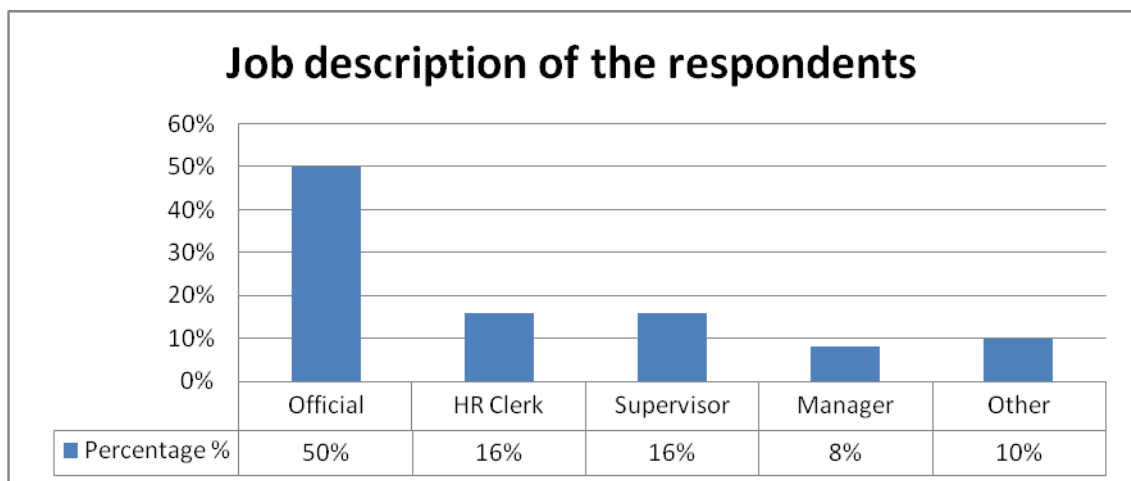


The respondents with Junior Certificates or Grade 8-11 (1%) and the matric/ Grade 12 (34%) were also interviewed. The Junior Certificate or Grade is also considered for entry level posts in the public sector. In the current dispensation, a matric certificate is important whereby it also creates opportunities for prospective job applicants. Some respondents (9%) acquired certificates in order to develop their skills. Some of the certificates were obtained in their employment environment. This indicates that certificates are mostly required. The certificates complement the Grade 12 qualification. There were also respondents (38%) who obtained their Diplomas. This shows that they are willing to develop themselves. Perhaps this is for them to create career opportunities and chances for promotion. The number of the respondents with a degree qualification was lower than the diploma qualifications. There are many factors that can contribute to this. It can be that it is a greater expense and more time consuming to study for a degree than for a diploma.

4.7.3 Job description of the respondents

This study aimed to determine the level of understanding in term of leave management and processes in the two departments. Different jobs descriptions were used to assess the management of leave.

Figure 4.2: Job description of the respondents



The officials (50%) were represented by the selected respondents from the Departments of Finance and Administration, the Information Technology unit and Registry and Transport. It was also important to interview the HR Clerks (16%) to ascertain the level of proficiency. The Supervisors (16%) and the Managers (8%) were also interviewed.

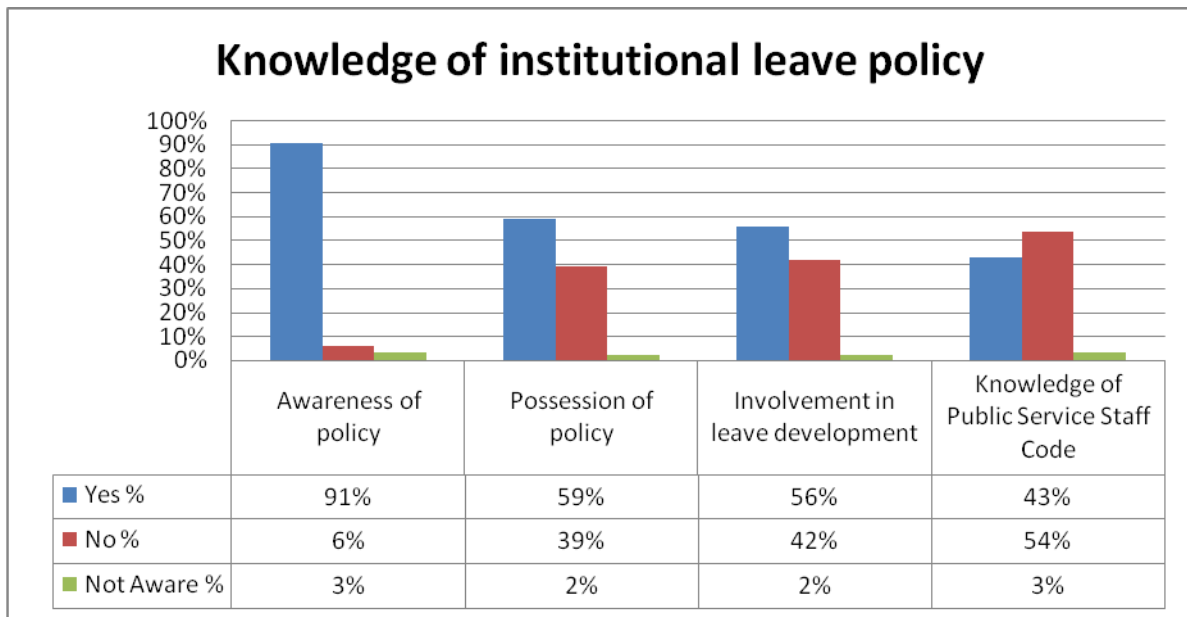
4.7.4 Knowledge of institutional leave policy

This section aimed to establish whether the employees were aware of the legislative framework that governs leave management in the two departments. The questions posed to the employees focused on the:

- awareness of the departmental policy on leave and what it entails;
- possession of a copy of the departmental leave policy and how it is communicated to them;

- employee involvement in the formulation of the departmental leave policy; and
- knowledge of the Public Service Staff Code and the Public Service Regulations.

Figure 4.3: Knowledge of institutional leave policy



The majority of the officials indicated that they are aware of the leave policies and regulations undertaken in the two departments. There is no concern to be addressed in this regard. The majority as well indicated that they have been involved in the development of this policy. There was a 50/50 ratio about the contents of the public service staff code. In most cases the employees receive the information about the respective policies when they start their employment. As time passes by they no longer have concerns about the legislative framework. This is a concern especially when the leave audits reveal that there are escalating rates of the abuse of the leave entitlements. In some cases employees forfeit their leave benefits because they do not read the specifications.

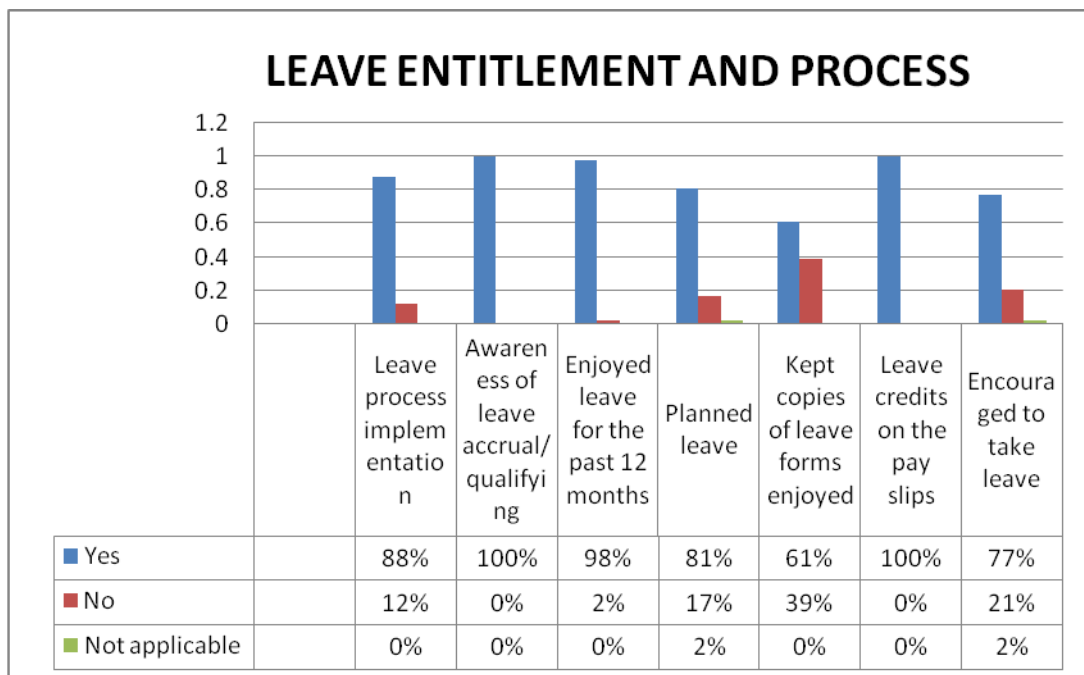
The implementation process and the awareness on the leave accrued is not a problem at all as indicated by most of the officials interviewed. Those who have enjoyed their leave in the past 12 months were the highest and these were planned.

There are those who took unplanned leave but the number is at the lowest level. This is understandable because there are some unplanned things that happen to the employees which they needed to attend to urgently. As a result they will take unplanned leave.

4.7.5 Leave entitlement and process

The questions asked concentrated on finding out about the role of employee involvement in policy making. The policy making process is about ensuring that the beneficiaries obtain the opportunities developed for them. The questions were about leave management and processes.

Figure 4.4: Leave entitlement and process



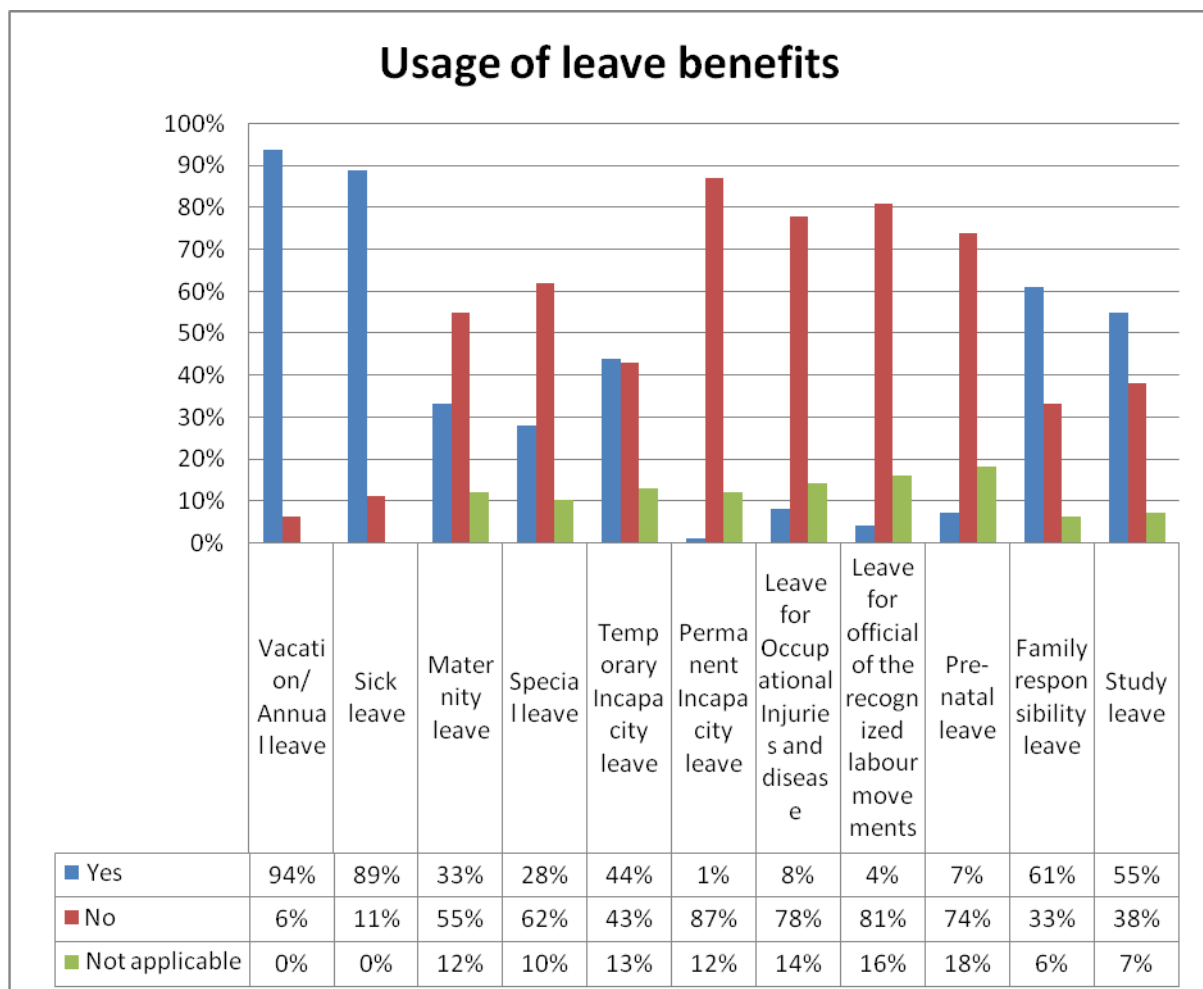
In the two departments the supervisors indicated that they keep the copies of the approved leave forms. The purpose of this is to ensure that the backup copies are kept in case the original leave form gets lost. In most cases certain information is communicated to the officials through their salary advices (pay-slip) in the Public Service. According to the figures most of the officials attested and confirmed that

their leave credits are indicated on their pay slips. They further confirmed that they are encouraged to take their leave. This is because the leave credits particularly on vacation leave expire after 18 months. In case an employee did not to utilize their leave entitled within that particular period such benefit will be forfeited. However, only few officials, according to these figures, had forfeited their leave. This means that this encouragement to take leave really works for the departments. The majority as well have indicated that they know and are aware of their leave credits.

4.7.6 Usage of leave benefits

The questions posed in this section aimed to assess whether the employees are involved in ensuring that the leave entitlements are used appropriately.

Figure 4.5: Usage of Leave benefits



Vacation leave is the type of leave that the respondents have mostly benefited from and sick leave was the next one in terms of the figures. Maternity leave was less applicable to the male employees and was followed by special leave. The majority did not benefit from Temporary and Permanent Incapacity as well as leave for Occupational Injuries and Disease. It was observed that the job specifications for the two departments were found to be less threatening to the employees. Close to zero benefited from the Pre-natal type of leave. The family responsibility and the study leave were found to be the most used benefits within the two departments. This indicates that the officials are studying to improve their qualifications.

4.8 INSTITUTIONAL QUESTIONNAIRE

This section will discuss the following areas:

- Departmental Policy
- Management of leave
- Recording leave
- Control measures

4.9 DEPARTMENTAL POLICY

The departments were asked to indicate whether they developed a leave policy. In response both departments indicated that they have a leave policy. The leave policy in the DHA was approved in 2010. The DCS approved its leave policy in 2009. A follow-up question was asked whereby the departments were required to outline the contents of the respective policies. In the DHA it was indicated that the policy stressed the procedures that are required to be followed when taking leave. In the DCS it was indicated that the leave policy explains different categories and how it must be implemented. The departments were then asked to identify the role players in the formulation of the departmental policy on leave. Both departments indicated the Union Members, Labour Relations Officers and the DPSA as stakeholders in the formulation process. The two departments also indicated that all employees are consulted when amendments are made with regard to the leave policy. In terms of

the instruments used to communicate to the employees it was indicated that the following are used to communicate with the workforce:

- Verbally
- Unit meetings
- Induction
- General meetings
- Circular
- Notice boards

New appointees

When asked about the new appointees training in terms of the leave prescripts, it was indicated that the new appointees are provided with a welcome package during the induction.

4.10 MANAGEMENT OF LEAVE DEPARTMENT

The departments were asked to indicate whether there are leave planning processes and how do employees apply for leave. The response indicated that the two departments have a process for planning leave. Each unit within the respective departments undertake a process. In this planning each and every official indicate the future dates that he intends to take leave so that it can be controlled. The copies of the leave forms are returned to the line managers. In terms of leave application the employees still use a manual process to apply for leave. The Z1(a) form is used for applying for leave. The Z1(a) form is attached in Appendix A.

4.11 RECORDING LEAVE

All types of leave are applied manually on the Z1a leave form. When it comes to the recording of leave, leave forms are not returned to the line managers. During the observation by the researcher it was realized that the leave forms are taken to the

HR office for capturing and filing. The files of the officials are updated and the PERSAL system is used to capture these leave applications. There are no systems to determine how long to file the leave form after it has been captured. All the officials are informed about their leave credits regularly. The managers also keep record and also encourage the staff members to take leave that they have accrued. In this department managers also keep leave credits for their subordinates. The leave credits are also updated from time to time. All the leave forms are captured on the PERSAL system. The number of days the officials accrued is determined by their number of years in service. The turnaround time set for the processing of the leave form is 7 days.

Table 4.3 Applicability of the recording of leave

Does the following apply to your department?	Yes	No	Not applicable	Needs improvement
Are copies of application for leave forms returned to line managers?	DCS	DHA		
Are individual leave files updated?	DHA DCS			
Are the number of days leave taken captured on PERSAL?	DHA DCS			
How are the number of days leave to a person's credit determined?	DCS		DHA	
How long does it take on average to register/capture application for leave on both individual leave files and on PERSAL?	DCS		DHA	
Are line management and staff informed of their leave credits regularly?	DHA DCS			
Responsibility of management	Yes	No	Not applicable	Need improvement
Are line managers required to keep leave records of personnel, and if so, is there a specific record system prescribed?	DHA	DCS		
Are personnel encouraged by line managers to take the leave accrued in a year?	DCS			DHA
Is it required of line managers to provide officials with their leave credits?	DHA DCS			

Within these days the leave form should have been approved captured and filed. As the result of this line managers do not keep record of the approved leave. However it is the responsibility of the official to ensure that his leave has been approved before he can enjoy it. To avoid that people should forfeit their leave days they are always encouraged to take it before it expires. Table 4.3 provides the feedback of the questions raised to the two departments.

4.12 CONTROL MEASURES

The departments were asked to identify how they control leave processes. The responses are provided in Table 4.4.

Table 4.4 CONTROL MEASURES: DHA and DCS

DHA responses						
CONTROL MEASURES	YES	NO	How is it conducted? Manually or electronically	Fre- quency	Who is responsible?	Who analyzes the report?
Are there systems in place to monitor non-compliance?	DHA		Manually	Monthly	Office Managers	HR
Are leave reports drawn from the PERSAL system	DHA		Electronic	Monthly	HR	HR
Are - inspections conducted on leave administration?	DHA		Manually	Monthly	Office Manager	HR
Are - audits conducted on leave administration?	DHA		Manually	Monthly	Office Managers	HR

Table 4.4 CONTROL MEASURES: DHA and DCS (continued)

DCS responses						
CONTROL MEASURES	YES	NO	How is it conducted? Manually or electronic	Frequency	Who is responsible?	Who analyze the report?
Are there systems in place to monitor non-compliance?	DCS		Manually and Electronic	Weekly	Line managers	ALC Corporate
Are leave reports drawn from the PERSAL system?	DCS		Electronic	Monthly	Cc staff support	RLC Head Office
Are inspections conducted on leave administration?	DCS		Manually and Electronic	Monthly and annually	Cc staff AIC	RLC Head Office
Are audits conducted on leave administration?	DCS		Manually and Electronic	Annually	AG RIC Office	Head Office

Control the leave benefits

In the DCS the leave reports are drawn monthly for reconciliation by Staff Support, Regional and National Head Office. There are control measures in place to control and monitor noncompliance. In the DHA these measures are conducted manually on a monthly basis by the HR Managers and clerks. In the DCS the leave reports are drawn monthly for reconciliation by Staff Support, Regional and National Head Office. These measures also include the drawing of the PERSAL reports from the system on a monthly basis by the HR office. The inspections are also conducted on a monthly basis by the HR office. In addition the HR Managers conduct audits together with the HR clerks. For all the types of leave managers conduct monthly declarations that all the leave in their offices have been submitted to the HR office and that those that are outstanding will be followed up. The leave audits are also conducted annually by the Auditor General, Regional and National Office. There are also control measures for all types of leave. For vacation leave approval must be granted before the leave can be enjoyed. For all other types of leave the supporting documents must always be attached before the leave can be approved.

Table 4.5 Control of the leave benefits

Leave benefits	Control measure(s)
DHA responses	
Vacation/ Annual	Declaration Certificate
Sick leave	Declaration Certificate
Maternity leave	Declaration Certificate
Special leave	Declaration Certificate
Temporary incapacity leave	Declaration Certificate
Permanent incapacity leave	Declaration Certificate
Leave for occupational injuries and disease	Declaration Certificate
Leave for officials of the recognized labour movements	Declaration Certificate
Pre-Natal leave	Declaration Certificate
Family Responsibility leave	Declaration Certificate
Study leave	Declaration Certificate
DCS responses	
Vacation/ Annual	Approval must be granted prior to leave
Sick leave	Sick note must be attached
Maternity leave	Office must exclude
Special leave	Provide proof for special
Temporary incapacity leave	Must be approved by NRM
Permanent incapacity leave	Approval from HRM
Leave for occupational injuries and disease	Provide evidence for I.O.D
Leave for officials of the recognized labour movements	Monitor and control no of days qualified
Pre-Natal leave	Submit supporting documents
Family responsibility leave	Submit supporting documents
Study leave	Submit supporting documents and results

4.13 TRAINING AND DEVELOPMENT FOR THE ADMINISTRATION OF LEAVE

The departments were asked to indicate whether training is conducted to enhance and capacitate the leave officers. Leave training is conducted in the two departments. In terms of the DHA the HR sends the officials to SITA for training. Sometimes the HR provides the in-house training for the staff throughout the regional offices. In the DCS it was indicated that the training is offered by the HRD. The training in the DHA is offered at least four times a year. The DCS indicated that the training is offered when it is required.

The staff members are trained on leave administration and this training is provided by SITA and in-service training in the branches and Provinces. The training is provided at least once a year. There are no constraints but some challenges include noncompletion of the leave forms with no leave credits on them. Some leave forms are not submitted and approved on time. Others do not have the supporting documents while other officials exceed their leave credits.

4.14 CONSTRAINTS EXPERIENCED IN RESPECT OF THE MANAGEMENT OF LEAVE

The departments were also asked to identify the constraints experienced in respect of the management of leave. The responses were guided by the items listed in the first column of Table 4.6.

Table 4.6: Constrains experienced in respect of the management of leave

What constraints are experienced in the general administration of leave, with specific reference to the following functions	Example	Interventions
The mechanisms for the recording/capturing of the number of days leave taken on both the individual files, as well as on PERSAL.	Leave must be captured immediately and recorded	
The auditing of leave records.	G102. Leave file	Checking and control
The responsibility of line managers as far as leave is concerned.	G102 and leave file must be checked	
Control measures on leave.		Checking and control weekly
Other constraints being experienced.	Officials must be encouraged to utilize	

Table 4.7 Challenges and frequency rate

Cross appropriate rating	Not at all	Sometimes	Regularly	Often
Leave form not properly completed		DHA-DCS		
Leave form with no leave credits		DHA-DCS		
Leave forms submitted late		DCS	DHA	
Leave forms not approved on time		DCS	DHA	
Leave forms with no supporting documents	DHA	DCS		
Applications that exceed available leave credits	DCS	DHA		

4.15 CONCLUSION

What has been discovered in this study so far has created a lot of anxiety on different aspects of leave. This shows how important leave is and central to each and every employee in the workplace. Despite the fact that there is only one leave policy in the Public Service as represented by these two departments, the application of this policy is not the same. There might be different reasons for that. By what has been found in this study so far is the different control measures that the departments are having. What is also evident so far is that there are different factors that contribute to how the officials apply and enjoy their leave.

The constraints on leave administration are continuous and can be solved. The causal factors are linked to the leave forms that are not captured on time. The checking and controlling function forms part of the interventions. The managers are responsible to check and control the records of service and also encourage officials to utilize their leave. The challenges encountered ranges from the deviations of the leave policy which result in both inspections and audit queries. In some instances employees end up with zero credits whilst others submit late applications. Based on the surveys it appears the control measures are working very well to ensure that organisational efficiency is attained and to alleviate misuse of leave benefits.

CHAPTER 5 SUMMARY, FINDINGS AND RECOMMENDATIONS

5.1 INTRODCUTION

This chapter brings to the end the study that was conducted on leave administration in the Public Service as represented by the Department of Correctional Services and Home Affairs. This chapter will also provide the findings that were discovered in this study, that relate to challenges, processes and the expected performance standards on leave administration. The conclusions and the recommendations will be presented in this chapter as well.

5.2 THE SUMMARY

This part of the study provides the summary of the four chapters that were dealt with in this study.

Chapter 1

Chapter 1 introduced the aim for the topic under investigation. The problem statement was also discussed. In Chapter 1 the problems that resulted in this study were also discussed and as a result of such, problems were also discussed. The problems also included the deviation from the leave policy and non-compliance to it. The causes of such deviations were also discussed. The research methodology was also outlined in Chapter 1.

Chapter 2

Chapter 2 described the theoretical framework of the concept leave management in the Public Sector as represented by the Department of Correctional Services and Home Affairs. The components of a kind of leave were discussed. Such discussion aimed to form a relationship between - leave and the organisational mandate. The different types of leave- and the legislative frameworks were also discussed as it is

practised in the current public sector operations. The challenges on - leave administration in the Public Sector concluded this chapter.

Chapter 3

Chapter 3 analysed the overview of leave administration. The background of the departments was given and the organizational structure was also explained for managing leave. The significance of leave administration, leave management dilemmas, how to manage leave in the essential services were also discussed. The control measures, policies and regulating leave management were also discussed. The different types of leave and how the officials qualify were also outlined. This chapter also focused on leave management systems, the qualifications and competencies as well as the process of leave administration.

Chapter 4

Chapter 4 described the research methodology and presented the research results on leave management in DCS and DHA. In this chapter the research concepts were explained and the types of research methodology used and how the respondents responded to the interview questionnaires. The semi-structured interviews were mainly used to gather data from the DHA and the DCS by means of the questionnaires. The responses from all the respondents were also reported in this chapter.

5.3 THE FINDINGS

In the findings the facts that are significantly outstanding will be identified and closely looked at. In this study the findings are that leave administration has its own challenges that will be attended to in the Public Sector. There are various services and causes to these problems that lead to non-compliance on leave administration and the following are some of those findings in this study.

- *Literature review*

In light of the large number of studies on sick leave, it is remarkable that only few validation studies have been performed.

- *Measures regulating the management of leave*

The measures that regulate the granting of leave in the Public Service have been improved and the new Public Service Regulations (PSR) holds all employees in the public sector accountable for leave management. The most significant departure from the previous leave prescripts is that departments will now have to establish a written policy on special leave and negotiate such a policy in its bargaining councils. Greater emphasis is also placed in the new PSR on the responsibility of heads of department to monitor and control leave.

- *Competence of officials involved with the management of leave*

Officials in the case study departments have shown that they understand the prescripts and procedures regarding vacation leave.

- *Recording of leave*

The departments use the Personnel and Salary System (PERSAL) administered by the Department of State Expenditure to electronically record leave. Through the process it was found that the leave officer encounters administrative burdens such as the offline system and time constraints.

5.4 THE RECOMMENDATIONS

Emanating from the findings, the following are the recommendations that can be implemented.

- *Training and development*

Training and development should be provided on a continuous basis. There are always changes and amendments on the leave policy, as the result training will provide an opportunity to close that skill gap.

- *Electronic system and leave management*

Employee leave management is a basic HR task and one that affects all employees. It was discovered that the public sector is still using the manual system to apply and record leave. A lot of challenges can be encountered during the leave processing. Sharma (2009) highlights the importance of the electronic system and leave management as follows:

- Accurate information about leave data
- Conveying policy rules
- Compliance to leave policy
- Instant information about employee's leave history
- Saves HR's Time
- Improves discipline
- Multi-location holiday management (Sharma, 2009).

- *Leave planning*

The departments indicated that leave planning is happening in their departments. Some of the cases may not be controlled such as the family responsibility leave. The researcher suggests that the public sector must plan and manage leave carefully within each directorate to ensure that:

- it is programmed and spread evenly throughout the year, to secure utilisation and allow for the better management of workloads; and
- it is not left to accumulate towards the end of the calendar year.

Leave planning should be done in January as soon as the leave credits are given to the staff members. This will ensure that leave is well managed and further that the officials will know their leave days.

- *Human Capital Leave Management System (HC-LMS)*

The Human Capital Leave Management System (HC-LMS) was implemented by the Western Cape Education Department (WCED) in most of its schools. Currently the HC-LMS is on its first phases of implementation. This system can help to reduce the workload of the leave officer when it comes to increasing applications and for processing.

Leave administration, monitoring, management, reporting and a range of other functions can be aligned and facilitated extremely well if used optimally.

5.5 FURTHER RESEARCHES

The researcher came across the Human Capital Leave Management System (HC-LMS) which was implemented by the Western Cape Education Department (WCED). The prospective researcher may investigate the sustainability of the system and the perceptins of the employees that the system was developed for in the Western Cape Education Department.

5.6 CONCLUSION

This chapter officially completes this study on leave administration in the Public Service. In this the whole study was summarized and the findings were analysed. From the findings in this study the recommendations were made which can be implemented to ensure that what has been discovered as challenges or areas of non-compliance can be addressed. Perhaps when these recommendations are implemented there can be change in how leave as benefit is perceived, managed and utilized.

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APPENDIX A: LEAVE FORM: Z1(a)

Z1(a)

APPLICATION FOR LEAVE OF ABSENCE									
Surname					Initial:				
PERSAL Number:					Shift Worker		Yes	No	
Address During The Leave Period:					Casual Employee		Yes	No	
					Department				
					Component				
Tel. No.:									
Type Of Leave Taken As Working Days			Start Date	End Date	Number Of Working Days				
Annual Leave									
Normal Sick Leave ¹									
Temporary Incapacity Leave			This application form must not be used to apply for temporary incapacity leave. Temporary incapacity Leave must be applied for on the application form prescribed in terms of the Management Policy and Procedure on Incapacity Leave and Ill-health Retirement for Public Service Employees. Please contact your Personnel Office for further information.						
Leave for Occupational Injuries and Diseases:			Specify Type of Illness:						
Adoption Leave ²									
Family Responsibility Leave (Provide Evidence)									
Special Leave			Specify Type of special leave						
Leave For Union Office Bearers (Provide Evidence)									
Type Of Leave Taken As Calendar Days/Months:			Start Date	End Date	Number Of Calendar Days				
Unpaid Leave (Provide motivation)									
Maternity Leave (Attach medical certificate)					No. of Calendar Months				
<p>I hereby certify that the information provided is correct. Any falsification of information in this regard may form ground for disciplinary action. Furthermore, I full understand that if I do not have sufficient leave credits from my previous or current leave cycle to cover for my application, my capped leave as at 30 June 2000 will be automatically utilised.</p>									
EMPLOYEE SIGNATURE					DATE				
Recommendation By Supervisor/Manager (Mark with X)									
Recommended			Not Recommended			Rescheduled			
REMARKS (If not recommended please state the reasons & the dates in the case of rescheduling):									
<p>_____</p> <p>_____</p>									
MANAGER'S/SUPERVISOR'S SIGNATURE					DATE				
Approval By Head of Department (Mark With X)									
Approved With Full Pay			Approved Without Pay			Not Approved			
REMARKS (If approved with a change in condition of payment or not approved, please provide motivation):									
<p>_____</p> <p>_____</p>									
SIGNATURE OF HOD OR DESIGNEE					DATE				
DATA CAPTURING									
CAPTURED BY:.....					CAPTURED ON:.....				
CHECKED BY:.....					CHECKED ON:.....				

¹ Applications in respect of sick leave of three or more days must be accompanied by a medical certificate issued by a registered medical practitioner.

² Applications for adoption leaves must be accompanied by a declaration on how the entitlement will be used in the case where both spouses are in the employ of the Public Service.

APPENDIX B: SUMMARY OF THE EMPLOYEE QUESTIONNAIRE

Characteristics of respondents (n=109)

Value lable	Number of participants	Percentage %
Gender		
Male	49	0.45
Female	60	0.55
AGE GROUP		
18-21	0	0%
22-25	3	5%
26-35	29	22%
36-49	67	51%
50+	32	22%
MARITAL STATUS		
Single	42	39%
Married	52	48%
Divorced	2	2%
Widow	2	2%
Never Married	11	10%

Educational Qualification

Value lable	Number of participants	Percentage %
Junior Certificate/Grade 8-11	1	0.01
Matric/Grade12	37	0.34
Certificate	10	0.09
Diploma	41	0.38
Degree	15	0.14
Post Graduate	5	0.05

Job description of Respondents

Value lable	Number of participants	Percentage %
Official	54	49.5
HR Clerk	18	16.5
Supervisor	18	16.5
Manager	8	7.5
Other	11	10

Awareness of institutional leave policy

Awareness of institutional leave policy	Yes	%	No	%	Not Aware	%
Awareness of policy	99	91%	7	6%	3	3%
Possession of policy	64	59%	43	39%	3	3%
Involvement in leave development	61	56%	46	42%	1	1%
Knowledge of Public Service Staff Code	47	43%	59	54%	3	3%

Leave entitlement and process

Leave entitlement and process	Yes	%	No	%	Not Aware	%
Leave process implementation	96	88%	13	12%	0	0%
Awareness of leave accrual/qualifying	109	100%	0	0%	0	0%
Enjoyed leave for the past 12 months	107	98%	2	2%	0	0%
Planned leave	88	81%	18		3	
Kept copies of leave forms enjoyed	67	61%	42	39%	0	0%
Leave credits on the pay slips	109	100%	0	0%	0	
Encouraged to take leave	84	77%	23	21%	2	2%
Forfeited leave credits	27	25%	81	74%	1	1%
Awareness of leave credits	86	79%	22	20%	1	1%

Usage of Leave benefits

Usage of Leave benefits	Yes	%	No	%	Not applicable	%
Vacation/ Annual leave	102	94%	7	6%	0	0%
Sick leave	97	89%	12	11%	0	0%
Maternity leave	36	33%	60	55%	13	12%
Special leave	30	28%	68	62%	12	10%
Temporary Incapacity leave	48	44%	47	43%	14	13%
Permanent Incapacity leave	1	1%	94	87%	11	12%
Leave for Occupational Injuries and disease	9	8%	85	78%	15	14%
Leave for official of the recognized labour movements	4	4%	88	81%	17	16%
Pre-natal leave	8	7%	81	74%	20	18%
Family responsibility leave	66	61%	37	33%	7	6%
Study leave	60	55%	40	38%	8	7%

APPENDIX C: EMPLOYEE QUESTIONNAIRE

RESEARCH QUESTIONNAIRE: _____ INTERVIEW DATE: _____

**STUDENT NAME: MT MOLEKI: NORTH WEST UNIVERSITY
(VAAL TRIANGLE CAMPUS)**

Pleas tick (x) for your answer(s) below

1. DEMOGRAPHIC DATA

Region of Interview _____
Area of Interview _____
Which Department _____
Number of years in the employ _____

1.1 Gender Male

Male	Female

1.2 Age

18 – 21	22 – 25	26 – 25	36 -49	50+

1.3 What is your marital status

Single	Married	Divorced	Widow/wer	Never Married

1.4 Educational Qualification

Junior Certificate Grade 8-11	Matric/ Grade 12	Certificate	Diploma	Degree	Post Graduate

1.5 Respondents Category

Official	HR Clerk	Supervisor	Manager	Other

1.6 How long have you been employed in this department?

2. POLICY

	Departmental policy	YES	NO	NOT AWARE
2.1	Are you aware of the departmental policy (if any) on leave and what it entails?			
2.2	Are you in possession of a copy of the departmental policy or how is it communicated to you?			
2.3	Were you at any stage involved in the formulation of the Departmental Leave Policy?			
	National policy			
2.4	Do you have a copy of the Public Service Staff Code and the Public Service Regulations and are amendments thereof provided to you?			

3. LEAVE ENTITLEMENT AND PROCESS

LEAVE ENTITLEMENT AND PROCESS		YES	NO	NOT APPLICABLE
3.1	Are you aware of the leave processes implemented in your department?			
3.2	Do you know about the leave days you qualify for each year?			
3.3	Have you taken leave in the past 12 months?			
3.4	Were the leave(s) taken planned?			
3.5	Do you keep your own copy of the leave			

	taken?			
3.6	Are you informed (on pay slips) about your leave credits?			
3.7	Are you encouraged to take the leave accrued during a given year?			
3.8	Have you ever forfeited your leave credits?			
3.9	Are you aware of leave balances and their implications?			

4. Have you benefitted from the following leave benefits?

Leave type	Yes	No	Not applicable
Vacation /Annual leave			
Sick Leave			
Maternity Leave			
Special Leave			
Temporary Incapacity Leave			
Permanent Incapacity leave			
Leave for Occupational Injuries and Decease			
Leave for Officials of the recognized labour movements			
Pre-Natal leave			
Family Responsibility leave			
Study leave			

5. CHALLENGES

5.1 Have you encountered any problems when you applied for leave in the past?.....

5.2 How was the problem solved?
.....

Thank you for participating in this research project

APPENDIX D: INSTITUTIONAL QUESTIONNAIRE

RESEARCH QUESTIONNAIRE: _____ **INTERVIEW DATE:** _____

STUDENT NAME: **MT MOLEKI: NORTH WEST UNIVERSITY
(VAAL TRIANGLE CAMPUS)**

SECTION A:

1. Departmental policy

1.1 Does your department have a departmental policy on leave? 1=Yes or 2=No

1.2 If yes, when was the departmental policy approved?

1.3 What does the departmental policy on leave it entail?
.....

1.4 Who are/were the role players in the formulation of the departmental policy on leave?
.....

1.5 To whom is the departmental policy, including amendments thereto, communicated?

Junior staff	Middle management	Line manager	Senior management	New appointees	All employees
1	2	3	4	5	6

1.6 How is the departmental policy, including amendments thereto, communicated?

Verbally	Unit meetings	Induction	General meetings	Circular	Notice boards
1	2	3	4	5	6

New appointees

1.7 Are new appointees informed about the prescripts on leave? 1=Yes or 2=No

1.8 How is the departmental policy (including amendments) communicated?

Verbally	Induction	Welcome package	Meetings
1	2	3	4

SECTION B.

MANAGEMENT OF LEAVE

2. PROCESS FOR APPROVING AND RECORDING LEAVE

2.1 Does the department have a planned leave system? 1=Yes or 2=No

2.2 How does one apply for leave? 1=Manual or 2=Electronic

3. RECORDING LEAVE

3.1 Does the following apply to your Department?	Yes	No	Not applicable	Needs improvement
Are copies of application for leave forms returned to line managers?				
Are individual leave files updated?				
Is the number of days leave taken captured on PERSAL?				
How is the number of days leave to a person's credit determined?				
How long does it take on average to register/capture application for leave on both individual leave files and on PERSAL?				
Are line management and staff informed of their leave credits regularly?				

3.2 Responsibility of management

Responsibility of management	Yes	No	Not applicable	Needs improvement
Are line managers required to keep leave records of personnel, and if so is a specific record system prescribed?				
Are personnel encouraged by line managers to take the leave accrued in a year?				
Is it required of line managers to provide officials with their leave credits?				

4. CONTROL

4.1 Control measures

Control measures	Yes	No	How is it conducted? manually/ electronic	Frequency	Who is responsible?	Who analyse the reports?
Are there systems in place to monitor non-compliance						
Are leave reports drawn from the PERSAL system						
Are there inspection conducted on leave administration						
Are there audits conducted on leave administration						

4.2 Control the leave benefits

Leave benefits	Control measure (s)
Vacation /Annual leave	
Sick Leave	
Maternity Leave	
Special Leave	
Temporary Incapacity Leave	
Permanent Incapacity leave	
Leave for Occupational Injuries and Decease	
Leave for Officials of the recognized labour movements	
Pre-Natal leave	
Family Responsibility leave	
Study leave	

5. TRAINING AND DEVELOPMENT: COMPONENT RESPONSIBLE FOR THE ADMINISTRATION OF LEAVE

5.1 Is the staff trained on leave administration

1=Yes or 2=No

5.2 Who is responsible for this training

5.3 How often is this training provided

6. CONSTRAINTS EXPERIENCED IN RESPECT OF THE MANAGEMENT OF LEAVE

6.1 What constraints are experienced in the general administration of leave, with specific reference to the following functions	Example	Interventions
The mechanisms for the recording/capturing of the number of days leave taken on both the individual files, as well as on PERSAL.		
The auditing of leave records.		
The responsibilities of line managers as far as leave is concerned.		
Control measures on leave.		
Other constraints being experienced.		

7. CHALLENGES AND FREQUENCY RATE

Cross appropriate rating	Not at all	Sometimes	Regularly	Often
Leave forms not properly completed				
Leave forms with no leave credits				
Leave forms submitted late				
Leave forms not approved on time				
Leave forms with no supporting documents				
Applications that exceed available leave credits				

Thank you for participating in this research project

APPENDIX E: APPROVAL LETTER TO UNDERTAKE RESEARCH (DEPARTMENT OF HOME AFFAIRS)



home affairs

Department
Home Affairs
REPUBLIC OF SOUTH AFRICA

Enq: Ms RN Sekgobela Tel: (012) 406 7186 Fax 086 762 0669 E-mail: rebotile.sekgobela@dha.gov.za

Mr MT Moleki
Po Box 13053
The Tramshed
0126

APPLICATION TO CONDUCT RESEARCH: MR MT MOLEKI

Dear Mr Moleki

Kindly be informed that your application for experiential learning has been approved.

Your conditions of placement are prescribed as follows:

You will be placed in the Directorate People Benefits for a period of four (4) months effective from 21 October 2013, whereby you will be expected to abide by the policies and procedures governing the Directorate.

You will be allocated a mentor who will be responsible for guiding and supporting you through this learning process, and to assess your performance in line with the requirements of the Institution of Higher Learning as indicated in the institution's log-book.

We wish you every success with your studies and future career.

Kind regards


MAPULE MONO

DIRECTOR: PEOPLE DEVELOPMENT

DATE: 2013/10/16

**APPENDIX F: APPROVAL LETTER TO UNDERTAKE RESEARCH
(DEPARTMENT OF CORRECTIONAL SERVICES)**



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag X136, PRETORIA, 0001 Poyntons Building, C/O WF Nkomo and Sophie de-Bruyn Street, PRETORIA
Tel (012) 307 2000, Fax (012) 328-5111

Mr. Moleki MT
1165 unit 8 extension
Mabopane
0190

Dear Mr. Moleki

RE: FEEDBACK ON THE APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON "LEAVE MANAGEMENT FOR PROMOTING ORGANISATIONAL EFFICIENCY IN THE DEPARTMENT OF CORRECTIONAL SERVICES (DCS) AND THE DEPARTMENT OF HOME AFFAIRS (DHS): PRETORIA REGION"

I wish to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved on the following condition:

- According to the research policy you are not allowed to conduct research at same Management Area where you are based. Therefore you are advised to exclude Kgosi MamPuru from the list of your sampled correctional centres.

On receipt of the information together with your updated research proposal, approval letter with further details will be issued to you.

Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number 012-307-2770/ 012-305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully

ND SIHLEZANA
DC: POLICY CO-ORDINATION & RESEARCH

DATE: 21/11/2013

APPENDIX G: LANGUAGE EDITING CERTIFICATE

08-MAY-2014 10:10 From:

To:0866923931

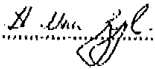
P.1/1

Declaration by the language editor

This mini-dissertation :

**"Leave Management for Promoting Organisational
Efficiency in the Department of Correctional Services and
the Department of Home Affairs: Pretoria Region"
by Mathews Tibane Moleki**

was edited with regard to grammar, spelling and basic style. No changes were made to the content or lay-out.


.....

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