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TO HEADS OF ALL DEPARTMENTS AND PROVINCIAL ADMINISTRATIONS

IMPLEMENTATION OF THE POLICY AND PROCEDURE ON REVOLVING DOOR ENABLERS

1. The White Paper on Public Service Training and Education (1997) cited the need for ongoing staff development and it recognises that learning does not “culminate” at any point but must be considered a permanent process, and that evaluations of Senior Managers should focus on their periodic need for new learning. However, it did not explore how Senior Managers could best enrich their knowledge and experience in South Africa’s complicated and rapidly changing society. Within the context of revolving door relationships, Senior Managers can greatly enrich their knowledge and enhance departmental performance.
2. Since 1994, the roles and responsibilities of Senior Management Service (SMS) members have continued to evolve, particularly through legislative interventions to decentralise human resource management and to strengthen financial management. Heightened service delivery demands from the public also continue to challenge the capacity and creativity of the Senior Management Service to deliver. As a result, Senior Managers must be especially adaptable and their knowledge constantly refreshed. Educational resources for these extraordinary challenges cannot come from inside the Public Service alone.
3. Within the developmental state approach, the ‘revolving door’ concept establishes a reciprocal relationship between the Public Service, universities and other institutions, including the private sector. It is the intention to bring the private sector, academia and Public Service together to address the needs of South Africa as a developmental state and to strengthen the interface between the theory and practice of public administration. The movement of Senior Managers between the sectors will help develop an understanding for the needs and perspectives of the different sectors, but also equip the Senior Managers with the necessary skills and knowledge that will underpin this understanding. Moreover, the ‘revolving door’ concept will provide the Senior Management Service with fresh, current and inspirational learning and innovative ideas.
4. Against this backdrop, the Minister for Public Service and Administration, on the decision of Cabinet, determined with effect from 1 November 2008 the Policy and Procedure on the Revolving Door Enablers.



**POLICY AND PROCEDURE
ON THE
REVOLVING DOOR ENABLERS**

November 2008

**DETERMINED IN TERMS OF SECTION 3(5)(a) OF THE PUBLIC SERVICE ACT, 1994, BY THE
MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**



"Our Public Administration consists of more than one-and-a-quarter-million people. In terms of responsibility and skill, its members range from our Directors-General, corporate Chief Executive Officers (CEOs) and professionals, to 'span' managers and unskilled workers. The state entity described as our Public Administration is the biggest and most complex multi-task organisation in our country.

In terms of our Constitution, this Public Administration has the responsibility, among other things, to help:

- heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
- improve the quality of life of all citizens and free the potential of each person;
- build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.

Obviously, an organisation as big, varied and differentiated as our Public Administration, and charged with the task to contribute to the fulfillment of these fundamentally important tasks, requires a skilled, educated and dedicated leadership cadre."

*President Thabo Mbeki
July 2006*



TABLE OF CONTENTS

PART A: GENERAL	4
1. INTRODUCTION	4
2. SCOPE	4
3. OBJECTIVE	4
4. MISSION	5
5. LEGAL FRAMEWORK	5
6. AUTHORISATION	5
7. DEFINITIONS	6
8. ROLE PLAYERS	6
9. ESTABLISHMENT OF ADVISORY COMMITTEE	6
10. FINANCIAL IMPLICATIONS	7
11. MONITORING AND EVALUATION	7
PART B: SECONDMENT OF MEMBERS OF THE SENIOR MANAGEMENT SERVICE TO ACADEMIC OR OTHER INSTITUTIONS	8
1. AIM	8
2. POLICY PRINCIPLES	8
3. POLICY MEASURES	9
4. PROCEDURAL ARRANGEMENTS	11
PART C: SECONDMENT OF CANDIDATES FROM ACADEMIC INSTITUTIONS OR OTHER INSTITUTIONS TO THE PUBLIC SERVICE	13
1. AIM	13
2. POLICY PRINCIPLES	13
3. POLICY MEASURES	14
4. PROCEDURAL ARRANGEMENTS	15
PART D: SABBATICAL LEAVE FOR MEMBERS OF SENIOR MANAGEMENT SERVICE	17
1. AIM	17
2. POLICY PRINCIPLES	17
3. POLICY MEASURES	17
4. PROCEDURAL ARRANGEMENTS	19
5. REPORTING	20
6. FINANCIAL SUPPORT	20
ANNEXURE A: KNOWLEDGE AND SKILLS DEVELOPMENT PROPOSAL FOR SECONDMENT TO AN ACADEMIC OR OTHER INSTITUTION	21
ANNEXURE B: RESEARCH PROPOSAL FOR SABBATICAL LEAVE	23



PART A: GENERAL

1. INTRODUCTION

- 1.1. The *White Paper on Public Service Training and Education* (1997) cited the need for ongoing staff development and “life-long learning.” It recognises that learning does not “culminate” at any point but must be considered a permanent process, and that evaluations of senior managers should focus on their periodic need for new learning. However, it did not explore how senior managers could best enrich their knowledge and experiences in South Africa’s complex and rapidly changing society. Within this context the development of “revolving door” relationships that can greatly enrich knowledge and enhance departmental performance, is explored and established.
- 1.2. Since 1994, the roles and responsibilities of Senior Management Service (SMS) members have continued to evolve, particularly through legislative intervention to decentralise human resource management and to strengthen financial management. Heightened service delivery demands from the public also continue to challenge the capacity and creativity of the Senior Management Service to deliver.
- 1.3. The Public Service is regarded as a professional field with its own unique practice. No amount of outside training can substitute for on-the-job training and experience in this unique sector. Through the initiatives established by the Learning and Knowledge Management Unit of the dpsa it is recognized that senior management development must also gain from collaboration with the private sector and universities. Senior Managers do not only need an excellent university education that provides top-flight technical knowledge, but also needs to instill the skills and attitudes that ensure individual capacity for life long learning.
- 1.4. Within the developmental state, the ‘revolving door’ concept establishes a reciprocal relationship between the Public Service, universities and other institutions, including the private sector. It is the intention to bring the private sector, academia and Public Service together to address the needs of South Africa as a developmental state and to strengthen the interface between the theory and practice of public administration. The movement of senior managers between the sectors will help develop an understanding for the needs and perspectives of the different sectors, but also equip the senior managers with the necessary skills and knowledge that will underpin this understanding. Moreover, the ‘revolving door’ concept will provide the senior management with fresh, current and inspirational learning and innovative ideas.

2. SCOPE

This policy is applicable to members of the Senior Management Service (SMS members) as contemplated in Chapter 4 of the Public Service Regulations, 2001, as amended.

3. OBJECTIVE

- 3.1. The objective of this policy is to:
 - 3.1.1. provide the enablers and relevant procedure to establish the mechanisms for movement between the Public Service and academic or other institutions; and
 - 3.1.2. accord the **PRIVILEGE** to a SMS member, who qualifies, to engage in special study, teaching or research (that may or may not necessarily lead to the attainment of an academic qualification) in order to improve the SMS member’s ability to discharge effectively the management duties and the service obligations in his or her Department and to enhance service delivery across the Public Service.



4. MISSION

4.1. The mission of this policy is to-

- 4.1.1. support the Human Resource Development (HRD) Strategic Framework for the Public Service through the provision of strategic research and information dissemination;
- 4.1.2. bring the Public Service and the academic and other institutions together to address the needs of South Africa as a developmental state;
- 4.1.3. strengthen the interface between the theory and practice of public administration;
- 4.1.4. facilitate the movement of senior managers between the Public Service and the academic and other institutions to help develop an understanding for the needs and perspectives of the different sectors, and equip the senior management with the necessary skills and knowledge that will underpin this understanding;
- 4.1.5. provide the senior management with fresh, current and inspirational learning and innovative ideas;
- 4.1.6. develop a comprehensive database for improved information and analysis to support Government decision making in the developmental areas; and
- 4.1.7. create critical engagement with Government policies and programmes with the view to determining the extent to which policies have been implemented and have impacted positively on the lives of the poor and identify policy ideals.

5. LEGAL FRAMEWORK

- 5.1. Section 15(2), (3) and (4) of the Public Service Act, 1994 (Proclamation 103 of 1994) and the Correctional Services Act, 1998 (Act No 111 of 1998).
- 5.2. Chapter 4 of the Public Service Regulations, read with the determinations contained in the Senior Management Service Handbook and other similar subordinate employment provisions issued in terms of the Correctional Services Act, 1998.
- 5.3. Applicable collective agreements reached in the relevant bargaining councils of the Public Service.

6. AUTHORISATION

- 6.1. This determination is issued in terms of section 3(5)(a) of the Public Service Act, 1994.
- 6.2. Noting that the career incidents of Heads of Department are dealt with, in the case of-
 - 6.2.1. a head of a national department or organisational component, by the President; or
 - 6.2.2. a head of a provincial administration, department or office, by the relevant Premier,the President or Premier or his/her delegate shall consider and decide on the secondment or sabbatical leave as the case may be.
- 6.3. The relevant EA, or his/her delegate, shall in accordance with this policy, consider and decide on the secondment or sabbatical leave of SMS members within his/her department.
- 6.4. The provisions of this policy **does not confer any right** to secondment, exchange or sabbatical leave on any SMS member and the final decision to approve it rests with the relevant authority as defined in this policy.



7. DEFINITIONS

In this policy any term to which a meaning has been assigned in the Public Service Act bears that meaning, unless the context otherwise indicates-

- 7.1. "academic institution" means a higher education institution as defined in the Higher Education Act, 1997 (Act No 101 of 1997);
- 7.2. "candidate" means a person employed by an academic or other institution and who has been identified for secondment to the Public Service;
- 7.3. "dpsa" means the Department of Public Service and Administration;
- 7.4. "EA" means the relevant EA referred to in paragraph 6.2 or 6.3 or his/her delegate;
- 7.5. "HOD" means a head of department as defined in section 1 of the Public Service Act;
- 7.6. "MPSA" means the Minister for the Public Service and Administration;
- 7.7. "other institutions" refers to private, public, community based and non-governmental organizations, but excluding academic institutions;
- 7.8. "recipient organisation" means the academic or other institution to which a SMS member is seconded or is to be seconded;
- 7.9. "PALAMA" means the Public Administration Leadership and Management Academy;
- 7.10. "secondary organisation" means the academic or other institution from which a candidate is seconded to the Public Service;
- 7.11. "secondment" means the placing of a SMS member or candidate, with his or her consent, at a Recipient Organisation or in the Public Service in terms of section 15 of the Public Service Act, 1994.
- 7.12. "service benefits" means the non-monetary and monetary benefits enjoyed by a SMS member or Candidate over and above normal salary.

8. ROLE PLAYERS

This policy involves the following role players:

- 8.1. The **SMS member** is responsible for developing and submitting his/her own application for secondment or sabbatical leave.
- 8.2. The **Candidate** is responsible for developing and submitting his/her own application for secondment.
- 8.3. The relevant **EA** or his or her delegate shall consider applications for secondment initiatives and sabbatical leave.
- 8.4. The **dpsa** will on behalf of the MPSA implement and maintain this policy and provide guidelines on training and research requirements for the Public Service.
- 8.5. **Academic or other institutions** will guide, assist and support the SMS member or candidate during the period of secondment.
- 8.6. **The Advisory Committee** established by the MPSA to advise the Minister on aspects in the implementation of this policy.

9. ESTABLISHMENT OF ADVISORY COMMITTEE

- 9.1. The MPSA may establish an Advisory Committee to:
 - 9.1.1. Advise her on areas for research/study/skills development needs for the Public Service;



9.1.2. Advise her on secondments between academic or other institutions and the Public Service; and

9.1.3. Advise her on any other aspect of this policy.

9.2. As a minimum the Committee should include:

9.2.1. Representatives from Higher Education;

9.2.2. Representatives from National and Provincial Departments;

9.2.3. Representatives from the **dpsa** and PALAMA;

9.2.4. A representative from NHRDS;

9.3. This Committee shall function as an ad hoc committee, with the representatives convening on invitation from the MPSA to consider and advise her on identified issues.

10. FINANCIAL IMPLICATIONS

10.1. The cost associated with the implementation of this policy must be met from the individual department's personnel funds.

10.2. A maximum of **5%** of the total number of SMS members of a department may be approved for both secondment and sabbatical leave in a financial year.

10.3. The direct financial cost will generally be the payment of acting allowances.

11. MONITORING AND EVALUATION

11.1. Departments must annually, by no later than 30 July of each year, submit a report to the **dpsa** for the previous financial year covering:-

11.1.1. by salary level, race and gender the number of applications for secondment and sabbatical leave received and approved in relation to total SMS members within the department;

11.1.2. the academic institutions or other institutions to whom employees and from whom candidates were seconded;

11.1.3. course content in the case of *Khaedu* and other Leadership Development Programmes as defined in the Leadership Development Management Strategic Framework;

11.1.4. the duration per incident;

11.1.5. the total cost associated with the implementation of this policy per incident to the department;

11.1.6. the contribution made in terms of the development and transfer of skills and knowledge; and

11.1.7. attach all reports per incident to this report.



PART B: SECONDMENT OF MEMBERS OF THE SENIOR MANAGEMENT SERVICE TO ACADEMIC OR OTHER INSTITUTIONS

1. AIM

The aim of this part of the policy is to provide for the secondment of SMS members in terms of sec 15(3) of the Public Service Act to any Recipient Organisation to improve his/her knowledge and skills base through a focussed on the job training/learning programme or teaching experience.

2. POLICY PRINCIPLES

The following principles shall inform the secondment process:

2.1. SUITABILITY

2.1.1. The determination of the SMS member's suitability shall be based upon-

- (a) the inherent requirements attached to the duties to be performed, the capacity development needs and the performance of the SMS member, as well as the loyalty that the SMS member has displayed to the Department and the Public Service in general;
- (b) the SMS member must possess the necessary potential, basic training and/or skills to benefit from the secondment programme.

2.2. KNOWLEDGE AND SKILLS DEVELOPMENT

A need for knowledge and/or skills development outside the Public Service must be present. The need for the development of the identified knowledge and skills must be in the interest of the Department or the Public Service in general.

2.3. EDUCATION AND COMPETENCY LEVELS

The SMS member must -

- 2.3.1. possess the necessary qualifications to ensure his/her effective utilization during the secondment period; and
- 2.3.2. have the basic competence required for the seconded position.

2.4. SERVICE DELIVERY

The EA must institute the necessary acting arrangements or otherwise, to ensure continuous service delivery.

2.5. VOLUNTARISM

The SMS member must consent to the secondment to an academic or other institution.

2.6. CONTRACTUAL BINDING

The SMS member shall enter into a written contract with the EA for a period of 24 months in respect of the secondment of the SMS member for the development of his/her skills and knowledge.

2.7. VESTED INTEREST

2.7.1. A SMS member may not be seconded to-

- (a) a company in which he/she or his/her spouse or any other immediate family member holds shares or a directorship or has any other financial interest; or



- (b) a close corporation or partnership of which he/she or his/her spouse or any other immediate family member is a member or a partner or has any other financial interest, respectively.

2.7.2. For this purpose 'immediate family member' means the spouse or partner, children or other members of the SMS member's immediate family in respect of whom the member is liable for family care and support.

3. POLICY MEASURES

3.1. DURATION OF THE SECONDMENT

3.1.1. The SMS member, other than the HOD, may be seconded in terms of this policy for a maximum period of six months to the Recipient Organisation after completion of at least six years' continuous service in the Public Service at SMS level.

3.1.2. The HOD may be seconded for a maximum period of six months after at least three years' continuous service as a HOD in the Public Service.

3.1.3. The period of secondment may be extended for a further period of six months to a maximum period of 12 months.

3.2. RELATIONSHIP BETWEEN THE SMS MEMBER AND THE DEPARTMENT

3.2.1. The SMS member remains subject to the employment conditions and is entitled to the conditions of service that applies to SMS members in his/her Department.

3.2.2. The SMS member continues to occupy his or her post on the establishment of the Department during the term of the secondment, except if operational needs of the Department dictate otherwise, in which case the Department may employ the SMS member in another post or additional to the establishment upon his/her return.

3.2.3. The Department must maintain frequent communication with the SMS member during the term of secondment to ensure the proper monitoring of the secondment arrangements as well as to keep the SMS member abreast of departmental and other developments concerning his or her conditions of employment.

3.2.4. The maintenance of the career of the SMS member remains the responsibility of the Department.

3.3. RESPONSIBILITY FOR COST AND THE PAYMENT OF REMUNERATION AND CONDITIONS OF SERVICE

3.3.1. The Department shall bear the inclusive costs of the secondment unless both the Recipient Organisation and the Department agree otherwise.

3.3.2. The Department will continue the payment of the SMS member's salary and service benefits as well as any payroll deductions during the term of the secondment.

3.4. REMUNERATION AND CONDITIONS OF SERVICE

3.4.1. A SMS member shall be seconded with retention of his or her flexible remuneration package and any other conditions of service applicable to him or her as determined in terms of the Public Service Regulations. However, in the case of a HOD, the payment of the HOD allowance shall be terminated for the period of the secondment.

3.4.2. A SMS member may, subject to prior approval of his/her EA granted in terms of section 30 of the Public Service Act, retain any additional remuneration and/or service benefits granted by



the Recipient Organisation. The Recipient Organisation may, by agreement between the EA and the Recipient Organisation, either pay/provide such additional remuneration and/or benefits directly to the SMS member or to the Department.

3.5. TRAVEL AND SUBSISTENCE EXPENDITURE WHILST SECONDED

The Department shall reimburse the SMS member for regular home/family visits agreed upon between the SMS member and the HOD if s/he happens to be temporarily stationed elsewhere than his/her head quarters, in line with its prevailing departmental policies and determinations issued by the Minister for Public Service and Administration.

3.6. PERFORMANCE MANAGEMENT

3.6.1. As a rule, the SMS member is, during the period of secondment, subject to the performance management and assessment applied by the Recipient Organisation. The Recipient Organisation must provide the Department with a report on the outcome of such assessment on the conclusion of the secondment period.

3.6.2. The assessment conducted by the Recipient Organisation must be considered as part of the annual assessment of the SMS member in terms of the prevailing performance management and award system for SMS members.

3.7. PERFORMANCE OF DUTIES AND CONDUCT AT THE RECIPIENT ORGANISATION

3.7.1. The SMS member must at all times during the term of secondment adhere to the operational and workplace arrangements determined by the Recipient Organisation. Failure to do so may, depending on the circumstances, lead to disciplinary steps being taken against the SMS member in terms of the disciplinary code and procedure of his/her Department.

3.7.2. The SMS member remains for the duration of the secondment, subject to the disciplinary code and procedure of his/her Department.

3.7.3. The Recipient Organisation must bring any alleged transgressions by the SMS member to the attention of her/his Department. If disciplinary steps are deemed appropriate, the Recipient Organisation may assist the Department in taking such action against the SMS member.

3.8. PREMATURE TERMINATION OF SECONDMENT

3.8.1. The SMS member's secondment may be terminated due to–

- (a) incapacity due to poor performances, ill-health or misconduct on the part of the SMS member;
- (b) a change in the operational needs of the Recipient Organisation or her/his Department; or
- (c) the personal circumstances of the SMS member.

3.8.2. A decision to terminate a secondment must be taken jointly by the HOD of the relevant Department and the Head of the Recipient Organisation after consultation with the SMS member.

3.9. CONTRACTUAL OBLIGATIONS

The services rendered by the SMS member during the term of secondment shall be deemed as actual services for purposes of redeeming any contractual obligations to his/her Department or the Public Service.



3.10. CONTRACTUAL BINDING

- 3.10.1. The secondment of a SMS member must be effected by means of a written agreement between the EA and the affected SMS member.
- 3.10.2. The written agreement must be concluded prior to the commencement of the SMS member's secondment. The SMS member shall in terms of this agreement be obligated to-
 - (a) return to his/her Department or into another post in the Public Service on the expiry of the secondment period;
 - (b) work for a period of 24 months in the Public Service as a return on investment for the secondment period.
- 3.10.3. In the case of a SMS member not complying with the requirement to continue employment, he or she may be required to repay the State as employer an amount equal to the inclusive cost attached to the secondment that he/she was paid to him/her during the term of secondment, reduced proportionally by the period he or she has served after expiry of the term of secondment.
- 3.10.4. Paragraph 3.10.2 applies only in cases of voluntary resignation and dismissals based on misconduct and poor performance.

3.11. SECONDMENT AGREEMENT WITH THE RECIPIENT ORGANIZATION

The conditions and arrangements applicable to the secondment of a SMS member must be recorded by means of a written agreement between the Recipient Organisation and the relevant Department.

3.12. ACTING ALLOWANCE

The EA may approve an acting allowance in terms of the acting allowance policy, if an employee is appointed to act in the post during the absence of the SMS member. The 10% HOD allowance is paid to an employee appointed to act in the post of HOD.

4. PROCEDURAL ARRANGEMENTS

HODs and EAs must facilitate the recruitment for secondment of suitable SMS members by specifically targeting those SMS members whose secondment will benefit the Department and the Public Service in general.

4.1. REQUEST FOR SECONDMENT AND EXTENSION

- 4.1.1. A SMS member must request in writing a secondment to a Recipient Organisation on the Request Form provided at Annexure A. The SMS member must submit the request form via the line of supervision applicable to him/her. The policy principles provided for in Part B, paragraph 2 must be taken into account in the request for secondment.
- 4.1.2. A SMS member seconded to a Recipient Organisation may request for an extension for a further period of no longer than 6 months. The request for extension must be in writing, clearly motivating the need for such an extension, and must reach the relevant approval authority at least 30 days before the conclusion of the initial secondment period.

4.2. KNOWLEDGE AND SKILLS DEVELOPMENT PROPOSAL

- 4.2.1. The SMS member, with the assistance of the HOD or delegate, must develop a knowledge and skills development proposal and/or work programme for his/her envisaged research/study/work experience at the Recipient Organisation.



4.2.2. The proposal must inter alia explain in detail the following:

- (a) A description of the intended knowledge and skills developmental experience to be achieved through the secondment; and
- (b) The significance of the secondment as a contribution to knowledge, resolving challenges and/or operational requirements of his/her Department and/or the Public Service in general.

4.3. **CONSIDERATION OF THE REQUEST FOR SECONDMENT**

4.3.1. The relevant decision maker must consider the request for secondment of the SMS member taking into account-

- (a) the SMS member's suitability;
- (b) the inherent requirements attached to the duties to be performed;
- (c) the capacity development needs of the SMS member;
- (d) the performance of the SMS member;
- (e) the loyalty that the SMS member has displayed to the Department and the Public Service at large;
- (f) the SMS member's potential, basic training and/or skills to benefit from the secondment programme;
- (g) the need for the development of the identified knowledge and skills base of the SMS member in line with the core functions of the member, that of the Department and the Public Service in general;
- (h) the SMS member's education and competency levels;
- (i) the continuation of the Department's service delivery during the secondment period; and
- (j) the possible existence of the SMS member's vested interests in the Recipient Organisation.

4.4. **REPORTING**

The SMS member must, within three calendar months following his/her return from the secondment, provide a concise written report of the outcomes of the secondment experience measured against the knowledge and skills development proposal referred to in paragraph 4.2 above, to the EA and the **dpsa**. An electronic report must also be provided for purposes of possible publication.



PART C: SECONDMENT OF CANDIDATES FROM ACADEMIC INSTITUTIONS OR OTHER INSTITUTIONS TO THE PUBLIC SERVICE

1. AIM

- 1.1. The aim of this part of the policy is to provide for the secondment of a candidate in terms of section 15(2) of the Public Service Act from an academic or other institution to the Public Service to-
 - 1.1.1. improve his/her knowledge and skills base through a focussed on the job training programme/learning experience, and
 - 1.1.2. ensure that knowledge and skills are transferred to the public service employees with whom the candidate interacts.

2. POLICY PRINCIPLES

The following principles must inform the secondment of a candidate from an academic or other institution to the Public Service.

2.1. SUITABILITY

The EA must, in collaboration with the academic or other institution, identify and agree on the most suitable candidate for purposes of the secondment to the Department. The determination of the suitability of the candidate must be based upon-

- 2.1.1. the inherent requirements of the duties to be performed, the capacity development needs of the candidate, the knowledge and skills development needs of the Department and/or the Public Service in general;
- 2.1.2. the candidate identified for such secondment possessing the necessary potential to benefit from and contribute to the secondment and the Department respectively; and
- 2.1.3. the candidate being available to the Department, on a full time basis over the period of secondment.

2.2. KNOWLEDGE AND SKILLS DEVELOPMENT

A need for knowledge and/or skills development inside the Department/Public Service must be present. The need for the development of the identified knowledge and/or skills must also be in line with the core function of the candidate and/or the Department and/or the Public Service.

2.3. EDUCATION AND COMPETENCY LEVELS

The candidate identified for secondment to a Department must -

- 2.3.1. possess the necessary qualifications to ensure his/her effective utilization during the secondment period; and
- 2.3.2. have the basic competency required for the position to be occupied during the secondment, his/her performance records and his/her ability to communicate effectively in respect of the inherent requirements of the job.

2.4. SERVICE DELIVERY

The EA must ensure that the secondment is supportive of the Department's service delivery mandate.



2.5. TENDERING AND INTELLECTUAL PROPERTY

2.5.1. Noting that a candidate from the Seconding Organisation received on secondment in terms of this policy may access information and knowledge about the operations of the relevant Department benefiting or advantaging the Seconding Organisation, that organisation may tender and be considered for consultancy work within the Department after the expiry of the candidate's secondment period, provided that

- (a) the Organisation declare the latter relationship with the Department concerned in the tender or related documents; and
- (b) the Department concerned takes all steps to ensure that such tender is considered and awarded in an impartial, transparent and fair manner.

2.5.2. All materials developed during the secondment shall remain the property of the Public Service and used by the Public Service as it deems fit. The material may be used by the Organisation after obtaining written approval from the HOD of the affected Department.

3. POLICY MEASURES

3.1. INITIATION OF THE SECONDMENT

The candidate, the academic or other institution or the recipient Department may initiate the secondment.

3.2. SECONDMENT PERIOD

The secondment period must be determined by written agreement between the affected parties.

3.3. RESPONSIBILITY FOR COSTS AND THE PAYMENT OF REMUNERATION

3.3.1. The Seconding Organisation shall bear the cost of the secondment, unless both the recipient Department and the Seconding Organisation, after consultation with the relevant Treasury, agree otherwise.

3.3.2. The Seconding Organisation shall continue with the payment of the candidate's salary and service benefits as well as any payroll deductions during the term of the secondment.

3.4. TRAVEL AND SUBSISTENCE EXPENDITURE WHILST SECONDED

The Department shall reimburse the candidate for official journeys during the secondment period in line with its prevailing departmental policies and determinations issued by the MPSA.

3.5. PERFORMANCE OF DUTIES AND CONDUCT IN THE PUBLIC SERVICE

3.5.1. The candidate is expected to adhere, at all times during the period of the exchange, to the operational and workplace arrangements determined by the Department. Failure to do so may, depending on the circumstances, lead to the termination of the candidate's secondment.

3.5.2. The Department shall bring any alleged transgressions by the candidate to the attention of Seconding Organisation.

3.6. PREMATURE TERMINATION OF THE SECONDMENT

3.6.1. The candidate's secondment may be terminated due to–

- (a) incapacity due to poor performance, ill-health or misconduct on the part of the candidate;



- (b) a change in the operational needs of the Department or the Seconding Organisation;
or
- (c) changed personal circumstances of the candidate.

3.6.2. A decision to terminate the secondment must be taken jointly by the Department and the Seconding Organisation after consultation with the candidate.

3.7. **SECONDMENT AGREEMENT WITH THE CANDIDATE'S EMPLOYER**

The conditions and arrangements applicable to the secondment of the candidate must be recorded by means of a written agreement between his or her employer and the Department.

3.8. **SECURITY CLEARANCE**

The HOD must request a candidate to obtain a security clearance certificate from the National Intelligence Agency prior to the secondment. The relevant Department must assist the candidate in this process.

4. **PROCEDURAL ARRANGEMENTS**

Departments must carefully select candidates in collaboration with the academic or other institution, taking into account the following:-

4.1. **REQUEST FOR SECONDMENT**

The candidate may, through his/her employer initiate the request for secondment to a Department or to the Public Service in writing. The written request must outline in detail the following aspects:

- 4.1.1. The candidate's personal details with specific reference to at least his/her academic and other qualifications, occupation, designation in the organisation and years of experience;
- 4.1.2. The candidate's overall suitability to participate effectively in the secondment as well as the current knowledge and skills level of the candidate;
- 4.1.3. The knowledge and skills development requirements of the Department as well as the manner in which knowledge and skills transfer within the Department will take place;
- 4.1.4. The extent to which the secondment of the candidate will impact on or contribute to the Department's service delivery;
- 4.1.5. The significance of the secondment as a contribution to knowledge, resolving challenges and or operational requirements of the receiving department, and if applicable that of the Seconding Organisation;
- 4.1.6. Acceptance of the consequences attached to the policy principles related to intellectual property; and
- 4.1.7. An undertaking that the candidate shall prepare and submit a report as required in terms of this policy.

4.2. **CONSIDERATION OF THE REQUEST FOR SECONDMENT**

4.2.1. The EA must consider the request by the candidate taking into account -

- (a) the candidate's suitability;
- (b) the inherent requirements attached to the duties to be performed, the capacity development needs of the Department and Public Service and the performance of the candidate with his/her current employer;



- (c) the candidate's potential, basic training and/or skills to benefit from the programme.
- (d) the need for the development of the identified knowledge and skills base of the candidate or the transfer of knowledge and skills in line with the core functions of the member and that of the Department and Public Service in general;
- (e) the candidate's education and competency levels;
- (f) the Department's service delivery requirements during the secondment period;
- (g) the written request as per paragraph 4.; and
- (h) potential impact of intellectual property and the secondment of the candidate on possible future relationships between the candidate or the seconding organisation and the Department.

4.3. REPORTING

- 4.3.1. The candidate must, within three calendar months following the expiry of the secondment, provide a concise written report of the outcomes of the experience measured against the knowledge and skills development proposal referred to in par. 4.1, to the Department involved and the **dpsa**. An electronic report must also be provided for purposes of possible publication.



PART D: SABBATICAL LEAVE FOR MEMBERS OF SENIOR MANAGEMENT SERVICE

1. AIM

The aim of sabbatical leave is to create an opportunity for SMS members, who qualify, to facilitate special study, research and teaching (that does not necessarily lead to the attainment of a qualification) in order to improve his/her ability to discharge effectively his/her management and/or service obligations in his/her Department and to enhance service delivery in his/her Department's and the Public Service.

2. POLICY PRINCIPLES

2.1. ELIGIBILITY

An SMS member is eligible to apply for sabbatical leave.

2.2. KNOWLEDGE AND SKILLS DEVELOPMENT

The study/research/teaching envisaged by the SMS member during the envisaged period of sabbatical leave must be acceptable and related to the knowledge and/or skills development inside the Department or Public Service.

2.3. VOLUNTARISM

The SMS member must voluntarily initiate an application for sabbatical leave and accompanying proposal.

2.4. SERVICE DELIVERY

The EA must ensure that the envisaged activity to be conducted during the period of sabbatical leave is supportive of the Department's/Public Service, service delivery mandate.

3. POLICY MEASURES

3.1. LENGTH OF SABBATICAL LEAVE

3.1.1. A SMS member, other than the HOD, may be granted sabbatical leave for a maximum continuous period of six months after at least **10 years'** continuous service and satisfactory performance at SMS level within the Public Service.

3.1.2. The HOD may be granted sabbatical leave for a maximum continuous period of 6 months after at least 10 years' continuous service and satisfactory performance at SMS level within the Public Service, with at least five years of continuous service and satisfactory performance at the level of HOD.

3.1.3. The maximum period of six months may only be granted where there is a very clear learning programme or research proposal with defined deliverables.

3.2. CONTRACTUAL BINDING

3.2.1. The SMS member to whom sabbatical leave is granted shall immediately after the period of sabbatical leave resume his/her duties. The relevant SMS member must return to his/her Department or to another Department in the Public Service and serve the Public Service:-

- (a) In respect of employees with a fixed term contract, for the full duration of the contract; and
- (b) all other employees for at least two years, upon return.

3.2.2. The SMS member must refund his/her entire remuneration package received during the period of sabbatical leave, in any of the following circumstances:-



- (a) if he/she terminates his/her services, or his/her services are terminated due to misconduct or incapacity due to poor performance during the period referred to at paragraph 3.2.1; or
- (b) failed to conduct the approved study/research/teaching/programme.

3.3. GENERAL CONDITIONS ATTACHED TO SABBATICAL LEAVE

3.3.1. The following conditions apply and must be adhered to:

- (a) The commencement and termination dates of a sabbatical leave must be scheduled at times reasonable and convenient to the relevant approval authority taking into account the service delivery requirements of the Department.
- (b) Sabbatical leave must not be authorised in respect of a SMS member who has been issued with a notice of non-extension of fixed term contract or termination of appointment.
- (c) Sabbatical leave must not be approved for a SMS member if there is strong evidence that his/her appointment will be terminated prior to what would otherwise be the end date of the period of sabbatical leave and/or the date of his/her resumption of duty, or the compulsory 12 month/24 months period of service following his/her sabbatical leave referred to in paragraph 3.2.1.
- (d) The absence of a SMS member will not jeopardise service delivery within his/her Department.
- (e) Sabbatical leave may not be used as a means of augmenting personal income by undertaking remunerative work unless approved by the EA. The SMS member on sabbatical leave may not engage in activities for remuneration, which would intrude on his/her sabbatical leave unless otherwise agreed by the EA.

3.4. SABBATICAL LEAVE AND OTHER TYPES OF LEAVE

- 3.4.1. Sabbatical leave cannot be converted to other types/forms of leave. Sabbatical leave may run concurrently with other types of leave such as maternity leave or sick leave.
- 3.4.2. Sabbatical leave may be extended with other types of leave provided that the extension of such other leave is authorised.

3.5. COMPENSATION AND OTHER BENEFITS PAYABLE DURING SABBATICAL LEAVE

The SMS member shall continue to receive his/her normal remuneration package for the duration of his/her sabbatical leave. However, in cases of an HOD the payment of the HOD allowance shall be terminated for the period of sabbatical leave.

3.6. ACTING ALLOWANCE

The EA may approve an acting allowance, **in terms of the acting allowance policy**, if an employee is appointed to act in the post during the absence of the SMS member or HOD. The 10% HOD allowance is paid to an employee appointed to act in the post of HOD. The post acted in should not be vacant and the incumbent should still be occupying the post.



4. PROCEDURAL ARRANGEMENTS

4.1. APPLICATION FOR SABBATICAL LEAVE

- 4.1.1. The SMS member must apply on the prescribed Z1(a) form for sabbatical leave. At least three months before the intended commencement of the sabbatical leave the application form must be submitted to the relevant EA for consideration.
- 4.1.2. The leave application must be accompanied by the proposal as per the attached Annexure B and in line with the requirements indicated in paragraph 4.2.

4.2. PROPOSAL

- 4.2.1. The SMS member must develop a project proposal for his/her envisaged research/study/teaching/programme he/she wishes to pursue. The SMS member may, for this purpose, consult with the relevant HOD or EA.
- 4.2.2. The proposal must, among other, explain in detail the following:
 - (a) A detailed description of the intended study/teaching/research/programme to be undertaken.
 - (b) Significance of the study, teaching or research as a contribution to knowledge, resolving challenges and/or operational requirements of his/her department, or an expected field of work as per the SMS member's performance agreement or the Public Service in general.
 - (c) Name(s) of the location(s) or institution(s), if applicable, where the study, teaching or research will be carried out, and the names of authorities, if any, with whom it will be conducted.
 - (d) Details in respect of the financial implications, if applicable, to the Department of the intended study, teaching or research, including a description of all financial support, referred to paragraph 6 expected during the sabbatical leave, including any fellowship, grant, government-sponsored fund, etc.
 - (e) The proposal must be developed in the format provided for in Annexure B.

4.3. CONSIDERATION OF THE APPLICATION FOR SABBATICAL LEAVE

- 4.3.1. The relevant decision maker must consider the SMS member's application for sabbatical leave taking into account the-
 - (a) SMS member's proposal;
 - (b) need for the development of the knowledge and skills base of the SMS member in line with the core functions of the SMS member, the Department and the Public Service;
 - (c) continuation of the department's service delivery during the SMS member's absence on sabbatical leave;
 - (d) possibility that the SMS member's intended activity during the period of sabbatical leave would serve a vested interest as contemplated in paragraph 2.7 of Part B; and
 - (e) conditions attached to the granting of sabbatical leave as set out in paragraph 3.3 of this Part.



5. REPORTING

- 5.1. The SMS member must, within three calendar months following his/her return from sabbatical leave provide a concise written report of the outcomes of the research/study/teaching to the EA and the **dpsa**. An electronic copy of the report must also be provided for purposes of possible publication.
- 5.2. The above-mentioned written report must include the following:
 - 5.2.1. Account of activities during the sabbatical leave, including travel undertaken, institutions and locations visited, persons with whom there was extensive consultation or collaboration and any formal lectures delivered or attended.
 - 5.2.2. Statement of progress made on the study, research or teaching as described in the proposal.
 - 5.2.3. Appraisal of the relationship between the results anticipated in the initial description of the study, research or activity and those actually achieved.
 - 5.2.4. Statement of future activities related to the study, research or teaching, e.g. publication of results.

6. FINANCIAL SUPPORT

Financial support may be authorised towards the SMS member's study, teaching or research as part of the training and development budget of the Department, provided that funds are available. To this end departments must cater for sabbatical leave expenditure within their budget process. In addition to the above, the SMS member may also seek funding for the activities to be conducted during the sabbatical. Such funding could be sourced from a single or multiple sources and may be devoted to travel, subsistence, tuition fees, research and publication costs, etc. Applications for such funding must be supported by the EA.



3. Details of the academic or other institution you will join during the term of the secondment:

SECTION C

STATEMENT BY THE SMS MEMBER

I the undersigned declare that:

- The foregoing information is to the best of my knowledge, complete and correct.
- I comply with the requirements stipulated in the policy.
- I accept that any inaccuracy may result in the cancellation of this application.
- I will inform the EA of any changes that may occur with regard to the information submitted above.
- I have studied the policy document and undertake to comply with its provisions.
- I undertake that I have no vested interest that I envisage pursuing during my term of the secondment.

Signature

Date



ANNEXURE B: RESEARCH PROPOSAL FOR SABBATICAL LEAVE

SECTION A

Surname		Initials	
Title		PERSAL No	
Occupation		Designation	
Section		Date of Appointment	

FOR CONTRACT APPOINTMENTS ONLY

<i>Details of the original contract of appointment as SMS member or in the job or office of Head of Department</i>				
<i>Commencement date</i>		<i>End date</i>		<i>Total term</i>

<i>Details of the extended contract of appointment in the job or office of Head of Department (if applicable)</i>				
<i>Commencement date</i>		<i>End date</i>		<i>Total term</i>

SECTION B (refer to the policy document for more details)

- Detailed description of study, teaching or research



SECTION C

STATEMENT BY THE SMS MEMBER

I the undersigned declare that:

- The foregoing information is to the best of my knowledge, complete and correct.
 - I comply with the requirements stipulated in the policy.
 - I accept that any inaccuracy may result in the cancellation of this application.
 - I will inform the EA of any changes that may occur with regard to the information submitted above.
 - I have studied the policy document and undertake to comply with its provisions.
 - I undertake to submit a written report to the EA of the results of my agreed activities.
 - I undertake that I have no vested interest that I envisage pursuing during my absence of sabbatical leave.
-

Signature

Date