Personnel Procedures
Dolphin Beach/ Four

1.0 Introduction

1.1 This procedure aims to set out the management of personnel at Dolphin Beach and Dolphin Four.

1.2 Dolphin Beach Trustees are responsible to manage the personnel on behalf of both the Bodies Corporate.

1.3 This procedure serves as guideline to direct Human Resource issues and is controlled by means of a Trustee decision register.

2.0 Objectives

2.1 To ensure that there is fairness in all staffing decisions.

2.2 To ensure that Dolphin Beach, recruit and retain the right people with the right competencies, at the right time.

2.3 To ensure that if recruitment is done it is done against set and defined criteria.

2.4 To facilitate that succession planning is in place.

2.5 To ensure that the correct administrative processes are followed.

2.6 To ensure that all new employees are orientated and familiarized.

3.0 Associated Documents

3.1 Estate Manager's Contract and Standard Operating Procedure.

3.2 Staffs Contracts and Standard Operating Procedures.

3.3 Disciplinary Code with associated appendixes.

3.4 Grievance Procedures.

3.5 Individual Personnel files.

4.0 Personnel Files

4.1 Each employee must have a personnel file.

4.2 It is the responsibility of the Estate Manager to maintain all personnel files. The task may be delegated to an admin person, but the responsibility remains with the Estate Manager.

4.3 The file must have divisions separating the different categories.

4.4 A copy of the ID must be filed.

4.5 The signed service contract must be filed.

4.6 The signed Disciplinary code must be filed.

4.7 The signed Personal Protective Equipment issue register must be filed

4.8 An updated leave and sick leave register must be available on the file.

4.9 All applications for leave, and sick leave certificates, must be filed.

4.10 All delegations of duty must be filed.

4.11 All Health and Safety delegations must be filed.

4.12 All Risk Competencies using power tools must be filed.

4.13 All Health and Safety training certificates must be filed.

4.14 UIF and Workmen's compensation registration certificates must be filed.

4.15 All correspondence between Employee and Employer/Managing Agent must be filed.

4.16 All disciplinary notes or warnings must be filed.

5.0 Leave and Sick Leave

5.1 Leave is defined in the different personnel contracts.
5.2 A leave application form must be available at the Estate Manager's office.
5.3 Leave application must be done 1 week before leave is required.
5.4 The leave form must be approved by the Estate Manager after he/she has ascertained him/herself that leave is available.
5.5 Only the Personnel Trustee or Chairman may approve leave for the Estate Manager. This leave application must be accompanied with leave availability notification.
5.6 Not more than two employees may take leave together. Approval for leave is given on a principle who applies first.
5.7 The Estate Manager and Secretary/Admin clerk may not take leave together. In the absence of the other person the available person takes full responsibility of the office. Office hours will remain to be the same.
5.8 Sick leave application must be accompanied with a doctor's certificate. Doctors' certificates are required if more than one day sick leave is taken.
5.9 Misuse of sick leave could lead to disciplinary actions taken. Regular absenteeism on Monday's and Friday's must be monitored and disciplinary actions must be taken on the third occasion.
5.10 Absence without leave or sick leave of more than 7 days is deemed absconded.
5.11 Members on sick leave must contact the Estate Manger's office on the first day and indicate how many days sick leave was granted by the doctor.
5.12 The Estate Manager must address continued absenteeism with disciplinary action.
5.13 Off times and shortened hours is a privilege and must only be allowed in exceptional circumstances.
5.14 Responsibility leave may only be allowed as prescribed by the Labour law of South Africa.
5.15 Maternity leave will be allocated according to the Labour Law of South Africa.

6.0 Working Hours

6.1 Individual working hours are set according to contractual conditions.
6.2 All staff must clock-in via the clock-in system by the gate.
6.3 The Estate Manager will check these clock-in/out times regularly and sign with a date as proof.
6.4 The personnel Trustee will check the clock-in/out times of the Estate Manager.
6.5 Continued late arrivals and early departures must be disciplined.
6.6 The Estate Manager will first clock-in before doing purchases off site.

6.7 Private work may not be undertaken during official hours. Private work during lunch will be permitted but then the lunch time is forfeited.

6.8 With the unreliable transport in Cape Town it is understood that employees could be negatively affected by transport arrangements. Management should tolerate sporadic and known transport problems.

7.0 Pay and Pay sheets

7.1 Pay sheets are issued depending on monthly or weekly pay outs.

7.2 Discrepancies in the pay sheet must be referred to the Managing Agent.

7.3 Bonus is not contractual, but performance based and is decided annually by the Trustees on their November Trustee meeting. The Estate Manager must raise the issue of bonuses at that meeting.

7.4 The Estate Manager's bonus is performance based and evaluated by the Trustees. The Personnel Trustee must initiate the evaluation process at the November Trustee meeting.

7.5 The annual percentage-based pay increase is decided at the November Trustee meeting. This action is initiated by the Estate Manager.

7.6 A provident fund is available to which all new employees must register. Current members have a choice to belong to the provident fund.

8.0 Health and Safety

8.1 The Estate Manager is the appointed 16.1 of Dolphin Beach/Four.

8.2 Regular Health and Safety meetings must be held quarterly.

8.3 The Health and Safety handbook must be relevant and current.

8.4 Each employee must receive relevant Health and Safety training in order that his/her tasks can be carried out safely.

8.5 Relevant delegations of responsibilities (16.2) must be issued. If this is not done the Estate Manager remains responsible.

8.6 Health and Safety registrations must be current, and documentation with reference numbers must be available in case of an emergency. Although the Managing Agent will be doing the administration of the registration the responsibility to ensure that it is current is with the Estate Manager.

8.7 The Estate Manager must do regular inspections to ensure that all tools are sharpened and safe.

8.8 Regular risk analysis must be carried out to ensure that each task is done safely.

8.9 The Estate Manager must do regular inspections to ensure that the correct personal protective equipment is worn according to the Risk Analysis.

9.0 Administration

9.1 All meetings must be correctly administered. Meetings must have an agreeable Agenda and accurate Minutes.

9.2 The Estate Manager is responsible for all meeting administration not covered by the Managing Agent. Minutes of meetings must be distributed within 7 days of the meeting taking place. It may be delegated but the Estate Manager remains responsible. The Managing Agent is responsible for minutes related the Trustees meetings as well as the AGM. Specific administration paperwork may be delegated to the Managing Agent.

10.0 Staffing

10.1 The Estate Manager's post will be properly advertised if vacated.
10.2 The administrative post will be properly advertised if vacated.
10.3 All other employees may be employed by the Estate Manager.
10.4 Termination of contracts must be done according to the Labour Law regulations and as described in the Disciplinary Code.

11.0 Appraisals and Discipline

11.1 The Estate Manager must have an appraisal interview with each Employee annually.
11.2 The Personnel Trustee or Chairman will have an appraisal interview with the Estate Manager bi-annually.
11.3 All these interviews must be properly administered.
11.4 Disciplinary action must be taken when employees are out of line.
11.5 Whistle blowers must be protected.
11.6 Bribing and corruption will not be tolerated.
11.7 A grievance procedure is in place and must be followed to raise a grievance.

12.0 Official Documentation

12.1 All official documentation (letters and acquisitions) may only be released by the Estate Manager.
12.2 No press releases may be done without approval of the Chairman of the Trustees.
12.3 All emails from the office must be distributed under the name and responsibilities of the Estate Manager.
12.4 Social media may not be misused to put Dolphin Beach/Four in a negative light.
12.5 All data must be protected and saved properly in case of computer failure. No unauthorised web sites may be visited.

13.0 Appearance

13.1 The office must be clean and neat at all times.
13.2 The cleanliness of the office must assist effective meeting procedures.
13.3 All work areas must be clean and neat at all times.
13.4 All employees must appear neat.
13.5 Technical employees are entitled to two sets of uniform per year. (Overall, cap and t-shirt) Only one set of shoes will be issued annually.

13.6 Office personnel are entitled to two sets of uniform annually. (shirt, pants and cap) One set of shoes will be issued annually.

14.0 Refreshments

14.1 All employees are entitled to be members of a “tea club”.
14.2 The club must be administered from the office.
14.3 Contributions to the tea club are mandatory if the employee wishes to belong to the club. The Estate Manager must administer the club and determine monthly contributions
14.4 The club must be sustainable.

15.0 Visitors

15.1 Employees may receive visitors during working hours. However, misuse of this privilege must be curtailed.
15.2 Visitors must not influence the work-output of Employees.

16.0 Responsibility Split Estate Manager vs Managing Agent

16.1 Financial Responsibilities of Estate Manager

- Budget Draw up a maintenance budget plan for the year. This excel spreadsheet plan must reflect the approved budget against expected monthly expenditure for the year.
- Manage the maintenance budget per month within the approved limits.
- Any deviations must be reported to the Maintenance Trustee. The Chairman must be informed if the annual budget will be exceeded.
- Petty cash The petty cash and tokens must be reconciled weekly.
- Weekly banking must be done.
- Debit card The debit card must be reconciled weekly. All invoices must be matched with the bank statements and the split between Dolphin Beach and Dolphin Four must be indicated.
- The acquisition slips must be processed electronically to the Managing Agent on a weekly basis. Actual slips must be sent through on a regular basis.
- Orders/Invoices All acquisitions or the use of outside contractors must be initiated with an order and administered with an invoice clearly indicating the split of Dolphin Beach/Four

16.2 Secretarial Administration

- Staff The Estate Manager must manage all staff administrative matters.
- The Estate Manager must approve all leave, sick leave and responsibility leave. All documentation must be forwarded to the Managing Agent in order that it can be captured on the financial system. The leave etc. of the Estate Manager must be approved by the Personnel Trustee.
- The Estate Manager is responsible for all disciplinary actions against staff. The Personnel Trustee is responsible to discipline the Estate Manager.

- Records must be kept by the Estate Manager in order that unauthorised leave, sick leave and responsibility leave may not be allocated.
- Insurance claims The Estate Manager must collect all insurance claims. By signing the claim, the Estate Manager acknowledges that the damage took place and that the claim is valid. This claim must then be forwarded to the Insurance Trustee for his/her signature who forwards the documentation to the Managing Agent. The claim is also forwarded electronically to the Managing Agent when originally received in order that forward warning can be sent to the insurance company.
- Conduct Issues Addressing conduct issues against offenders must originate in the office of the Estate Manager. The Estate Manager will issue a verbal warning to the offender. If the misconduct is not resolved the process is escalated as described in the "House Rule Fines". The Estate Manager must ensure that this process is properly documented and that the warnings are also forwarded to the Managing Agent for notice.
- Disputes between Neighbours The Estate Manager must deal decisively with neighbourly disputes. The first action of the Estate Manager is to determine the exact cause of the dispute. In most cases it is water leak, and therefore the Estate Manager must determine the cause of the leak. If a specialist is needed to determine the cause of the problem the expenditure may be authorised by the Estate Manager. Once the cause is established beyond doubt the matter is forwarded to the Managing Agent who will deal with the legal matters of the incident. The Managing Agent must be kept abreast of the case as it is handled by the Estate Manager. If the Managing Agent cannot deal with the legal matters, it is referred back to the Trustees for further court action. The Estate Manager must keep a paper trial of the dispute.

17.0 Training

17.1 The Estate Manager will file a training programme for him/herself and all staff for the year at the last Trustee meeting of the year.

17.2 This training must include all necessary Sectional Title training as well as all Health and Safety training required. Care should be taken that all staff is competent and has the necessary certificates.