PROCEDURE FOR THE FILLING OF OFFICE-BASED PROMOTION POSTS
1. PURPOSE:

To regulate the procedure by which office-based promotion posts for educators are filled within the KwaZulu-Natal Department of Education.

2. SCOPE OF THIS AGREEMENT:

This agreement applies to and binds the KwaZulu-Natal Department of Education, all educators employed by the KwaZulu-Natal Department of Education in terms of the Employment of Educators Act, No. 76 of 1998, all unions that are parties to the KwaZulu-Natal Chamber of the Education Labour Relations Council and all members of such unions.

3. PARTIES TO THE CHAMBER NOTE:

3.1 That ELRC Resolution 5 of 1998 does not adequately cater for the promotion of educators to office-based educator posts.
3.1 That uniform rules and procedures must apply within all regions of the department in order to promote certainty and consistency.

4. PARTIES TO THE CHAMBER THEREFORE AGREE THAT:

Annexure 1 of this agreement, titled ‘Filling of Office-based Promotion Posts’ be adopted as a Collective Agreement No.2 of 2005 of the KwaZulu-Natal Chamber of the Education Labour Relations Council.

5. RATIFICATION

This agreement shall be presented to the ELRC for ratification, in accordance with s 12 (5) (e) of the constitution of the ELRC.

6. DISPUTE RESOLUTION

Any dispute arising from this agreement shall be referred to the Council for resolution in terms of its constitution.
THUS DONE AND SIGNED AT THE KZN PROVINCIAL CHAMBER OF THE
ELRC ON THE

22\textsuperscript{nd} DAY OF \textbf{April} 2005 BY

<table>
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<tr>
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<tr>
<td>EDUCATION</td>
<td>NKOSINATHI NGCONDO</td>
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ON BEHALF OF THE STATE AS EMPLOYER

AND

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<th>TRADE UNIONS</th>
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<td>SAOU</td>
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FILLING OF OFFICE-BASED PROMOTION POSTS

PROCEDURES AND PRACTICES

GENERAL PRINCIPLES

1.1 This procedure manual supersedes and replaces all other procedures and practices previously applied.

1.2 Affirmative Action

1.2.1 In the filling of educator posts the employer will be guided by the Affirmative Action Policy as well as the Employment Equity Plan of the Department.

1.2.2. In the event that the shortlisted applicants do not reflect gender balance and demographic representativity, Interview Committees are advised to look at other applicants from the designated groups to ascertain whether they could be included in the shortlist.

2. LEGISLATION.

The following general principles should be noted:

- The obligations of the employer in terms of sections 195 and 197 of the Constitution of the Republic of South Africa
- The obligation of the employer in terms the Labour Relations Act, 1995, and other applicable labour Legislation
- The promotion of equal and fair treatment in line with the provisions of the Employment Equity Act (EEA) of 1998.

3. PURPOSE OF THE PROCEDURE MANUAL

3.1 To enable the Interview Committees to have a common understanding of the procedures and practices as well as the categories within which applicants will have to be evaluated in order that shortlisting and interviews are conducted fairly and consistently.

---

[Signatures]

BP

[Stamp]

[Stamp]
4. SIFTING OF APPLICATIONS

4.1 Service Requirements

The minimum requirements in terms of experience for appointment to promotion posts are as follows:

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<tr>
<th>POST LEVEL</th>
<th>MINIMUM EXPERIENCE REQUIRED YEARS</th>
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<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>

Actual educator experience as well as appropriate experience are taken into account for purposes of appointment at post levels 2 and higher.

4.2 Qualification Requirements

Minimum qualifications are M+3 [REQV 13] including a professional teaching qualification.

4.3 Rejection of Applications

Applications will be rejected based on the following factors:

- Qualification below M+3 including a professional qualification;
- Incomplete applications e.g. No CV, unsigned applications;
- Applications received after the closing date;
- Applications from non-South African citizens who are not authorised to work in South Africa;
- Applications received from persons who have:
  - Retired from the State and are in receipt of State pensions;
  - Accepted the VSP; or
  - Been discharged from service on account of ill-health (medically boarded).
- Not registered with SACE.
- Does not meet the minimum service requirements in terms of experience as at the closing date of application.

5. CURRICULUM VITAE (CV)

5.1 A CV comprising not more than 2000 words (excluding personal details) will be utilised in the shortlisting process in terms of identified categories:

- Leadership: Administration and Management Experience.
- Organisational Experience and Ability.
- Professional Development, Education Experience and Insight.
- Leadership and Community Involvement.
5.2 The Interview Committee may consult referees for verification of information where required.

6. INTERVIEW COMMITTEE

6.1 Interview Committees shall be established by the Superintendent General for all interviews in respect of Post Level 6 and below.

6.2 The Chairperson shall be at least one post level higher and members should be on an equivalent or higher grading than post for which interviews are being conducted.

6.3 If the Chairperson is unavailable the Superintendent-General will authorise another member of the Committee to deputise. In such an instance the new person brought in to replace the member substituting the Chairperson must also be sanctioned by the SG.

6.4 Secretariat services shall be provided by the Directorate: Human Resource Practices at Head Office.

7. OBSERVERS

7.1 The Trade Unions party to the ELRC, namely Naptosa, Sadtu, Natu and Saou each has the right to appoint ONE representative who is not an applicant for that particular post as an OBSERVER to the processes of shortlisting, interviews and drawing up of a preference list.

7.2 The aforesaid Trade Unions will have access to the schedule of rejections resulting from the sifting process.

7.3 The Chairperson of the Interview Committee shall give at least five (5) working days written notice to the regional office of each of the Trade Unions in respect of the interviews to be conducted. Contact details of the trade unions appear in Annexure “E”.

7.4 Valid credentials must be produced by Observers.

7.5 The non-attendance of observers will not prohibit the selection process from proceeding as long as the trade unions have been informed of scheduled meetings. The secretary must maintain records of such invitations to the Unions.

7.6 Role of Observers

7.6.1 The observer will be present at all meetings of the Interview Committee during the shortlisting and interviewing processes.

7.6.2 The observer will not be directly involved in the actual process of shortlisting and interviewing but will oversee that approved procedures are adhered to and practices are applied in a fair, consistent and uniform manner. [e.g. Observers shall not score].

7.6.3 The observer has the right to intervene in terms of the procedures if he/she deems that there is a deviation from procedures set out in this Resolution.

7.6.4 In such an instance the observer must indicate to the Chairperson that he/she wishes to intervene.

- The observer must not discuss any question or comment in the presence of the interviewee.
- Discussions concerning the intervention must take place after the interviewee leaves the room.
7.6.5 The observer must sign the declaration of confidentiality (Form 6) and uphold the code of secrecy.

7.6.6 The observer must sign all the relevant documents for shortlisting and interviews.

7.6.7 The observer must first attempt to resolve any concern with the Interview Committee. Should consensus not be reached he/she must inform the Interview Committee in writing that he/she is lodging a grievance on behalf of the applicant.

7.6.8 The observer must continue to participate with the process while the grievance is being addressed by the Grievance Committee.

8. SHORTLISTING AND INTERVIEWS

8.1 The Interview Committee shall conduct shortlisting subject to:

- The guidelines contained in Annexure A of this document;
- The criteria used must be fair, non-discriminatory and in keeping with the Constitution of the country;
- The list of shortlisted candidates for interview purposes should not exceed five (5) per post unless the provisions of 1.2.2 are to be complied with.
- The responsibility and requirements of the post must be considered.

8.2 Applicants will be required to complete a preference order form before the closing date and send it to:

The Superintendent-General
Department of Education
Private Bag X9137 Pietermaritzburg 3201.

For attention: The Directorate: Human Resource Practices

9. CONFIDENTIALITY

9.1 Chairpersons of Interview Committees must stress to members and observers the importance of **confidentiality and professionalism**.

9.2 Ensure that all members observers and the secretary sign the declaration of confidentiality [FORM 6].

9.3 Appropriate action will be instituted against defaulting members of the Interview Committee in terms of applicable legislation.

10. RECUSAL

A member of the Interview Committee shall recuse himself/herself from the entire interview, shortlisting and nomination processes in respect of the particular posts in which he/she has personal interest.

11. TRAVEL AND OTHER COSTS

Applicants invited to an interview will travel at their own expense.
12. **VENUES FOR INTERVIEWS**

The Chief Directorate: Human Resources Management in consultation with the Chairpersons of the respective interview Committees, must identify suitable venues for the interviews.

13. **NOTIFICATION TO APPLICANTS**

13.1 Applicants must be given five working days notice to attend the Interviews.

13.2 Telephonic notification must be confirmed in writing.

14. **RECOMMENDATIONS OF THE INTERVIEW COMMITTEE**

14.1 After the interviews are completed the Interview Committees must rank candidates in order of preference for each post on Form 5 and submit it to the Chief Director HRM.

14.2 The Human Resource Component at Head Office must ensure that all the procedures agreed upon are adhered to and that grievances, if any, are dealt with before finalising the placement list.

14.3 If the Human Resource Component at Head Office finds that procedures were not complied with, such recommendation(s) will be referred back to the Interview Committee for rectification before submission to the Superintendent-General for approval.

15. **RECOMMENDATIONS AND PLACEMENT**

After satisfying itself that all procedures were complied with, the Human Resources Component at Head Office will thereafter proceed with the placement of the relevant candidates in accordance with their individual preference order.

16. **APPROVALS**

The schedule of placed candidates will be submitted to Superintendent-General for approval.

17. **GRIEVANCES AND DISPUTES**

17.1 Grievances must be lodged in writing with the Human Resource Component Head Office within 7 working days of each process using the attached grievance form.

17.2 If the grievances are not resolved, disputes may be lodged with the ELRC for resolution in terms of the Dispute Resolution Procedure for educators.

18. **QUERIES**

In the event of any queries, doubts, discrepancies, etc please contact:

The Directorate: Human Resource Practices

c/o The Superintendent-General

Department of Education

Private Bag X9137, Pietermaritzburg, 3200
19. **RECORDS**

The Chairperson of the Interview Committee must ensure that accurate records are maintained and that all such relevant documentation are forwarded to the Human Resources Component at Head Office upon completion of the process. In this regard the secretariat of each committee is expected to assist the Chairperson.
ANNEXURE A

PROCEDURES FOR PROCESSING OF OFFICE BASED EDUCATOR POSTS

1. SHORTLISTING

1.1 Interview Committees are advised to develop shortlisting guidelines taking into account the inherent requirements of the post.

1.2 The following guidelines must however be adhered to:

2. SHORTLISTING AND INTERVIEWING GUIDELINES

The following five interview categories should be utilised to assess applicants:

| Leadership : Administrative & Management Experience | 7 x 2 |
| Organization Experience & Ability | 7 x 1 |
| Professional development, Educational Experience & Insight | 7 x 2 |
| Leadership and Community Involvement | 7 x 1 |
| Personality and Human Relations | 7 x 1 |
| **TOTAL** | **49** |

2.1 SHORTLISTING GUIDELINES

A. LEADERSHIP: ADMINISTRATIVE AND MANAGEMENT EXPERIENCE

Focus on:

✓ Leadership roles: communication, counsellor, evaluator, innovator, manager
✓ Levels of management: accountability, responsibility, executive
✓ Determining Needs
✓ Budgeting
✓ Appraisal and evaluation
✓ Grievance and conflict resolution mediation and negotiating

B. ORGANISATIONAL EXPERIENCE AND ABILITY

Focus on:

✓ Review of organisational experiences (capacity to plan, organise, forecast, co-ordinate)
✓ Generating new ideas

C. PROFESSIONAL DEVELOPMENT / EDUCATION EXPERIENCE AND INSIGHT

Focus on:

✓ Self and others including qualifications
✓ Involvement in workshops/seminars and collegiality
✓ Publications/articles
✓ Breadth of relevant experience
Level of understanding current education issues / practices, labour relations and education legislations
Networking
Mentoring

D LEADERSHIP AND COMMUNITY INVOLVEMENT

Focus on:

Democratic / transformational leadership
Positions of leadership held: social and educational communities e.g. secretary / Chairman of Subject Committee, Official of Teacher / Welfare Organisation
Facilitator / co-ordinator for empowerment
Standing in the community (creativity, tolerance, sensitivity, integrity)

Verification

Should the CV not provide sufficient clarity to come to a decision or should it be found necessary to verify some of the information in the CV the committee may contact the referees or other sources for the necessary validation.

2.2 INTERVIEW GUIDELINES

THE PURPOSE OF THE INTERVIEWS MUST BE SEEN AS:

- To test information provided in the CV;
- To evaluate the quality of the applicant in terms of his/her performance and track record for the various criteria.
- To evaluate the applicant's insights and understanding;
- To assess the applicant's personality and human relations; and
- To identify the most suitable applicant.

The committee shall structure the interview around the following guidelines:

D. LEADERSHIP: ADMINISTRATIVE AND MANAGEMENT EXPERIENCE

Focus on:

- Leadership (vision, mission, goals, transformation, participative empowerment processes)
- Leadership roles (communicator, evaluator, manager, counsellor, innovator)
- Accountability (control measures and procedures)
- Levels of management (accountability, responsibility, executive, ability to lead, motivate and work with others work as a team, ability to perform under pressure)
- Determining needs
- Determining goals
- Budgeting
- Scheduling and strategic planning
- Appraisal and evaluation
- Grievance and conflict resolution mediation and negotiating
- Decision making (benchmarking comparative analysis, brainstorming, collaborating/participative)
E. ORGANISATIONAL EXPERIENCE AND ABILITY

Focus on:

✓ Review of organisational experiences (capacity to plan, organise, forecast, co-ordinate)
✓ Efficiency, initiative, dependability
✓ Delegation and monitoring
✓ Developing staff collaboration and cohesion
✓ Generating new ideas

F. PROFESSIONAL DEVELOPMENT / EDUCATION EXPERIENCE AND INSIGHT

Focus on:

✓ Self and others including qualifications
✓ Involvement in workshops / seminars and collegiality
✓ Publications / articles
✓ Breadth of relevant experience
✓ Level of understanding current education issues / practices, labour relations and education legislations
✓ Networking
✓ Mentoring

G. LEADERSHIP AND COMMUNITY INVOLVEMENT

Focus on:

✓ Democratic / transformational leadership
✓ Positions of leadership held (social and educational communities e.g. secretary/Chairman of Subject Committee, Official of Teacher / Welfare Organisation)
✓ Facilitator / co-ordinator for empowerment
✓ Standing in the community (creativity, tolerance, sensitivity, integrity)

H. PERSONALITY AND HUMAN RELATIONS

Focus on:

✓ Interpersonal relationship (congeniality, collegiality)
✓ Attitude towards other stakeholders (appreciation, recognition, empowerment)
✓ Interest in the welfare of others (pastoral care)
✓ Personality impact (self confidence, positive / negative attitude, pleasant / unpleasant disposition, vibrancy / introverted)

NB

Having regard to the fact that the guidelines above cover a comprehensive assessment of each applicant that was interviewed, on completion of all interviews, the preference order for each post will be based on interview scores but subject to the Affirmative Action Policy and the Employment Equity Plan of the Department.
INTERVIEWING PROCEDURES

✓ All questions will be formulated on the day of the interview by the Interview Committee.
✓ From the list of recommended categories the Interview Committee should develop question for each of the five categories.
ANNEXURE B

ADMINISTRATIVE PROCEDURES PRACTICES

1. RECEIPT OF APPLICATIONS AND ACKNOWLEDGEMENT

1.1 All applications should be sorted alphabetically within the post number, as it would assist in:

✓ Compiling Statistics.
✓ Scheduling of applications.
✓ Answering queries from applicants with regard to receipt of applications.

1.2 A separate acknowledgement should be forwarded for each application or post number.

1.3 Acknowledgements must be completed in duplicate and copies must be filed.

2. SIFTING

2.1 Sifting must ensure the following:

✓ Use of the correct application form.
✓ The application form is duly signed.
✓ A curriculum vitae is attached.
✓ The post number is indicated correctly.
✓ The application meets the qualification and service requirements.

2.2 All applications that do not meet the above requirements must be rejected and sorted alphabetically. Thereafter a schedule of rejected applications must be compiled.

2.3 The Department shall acknowledge receipt of all applications by:

2.3.1 informing all applicants in writing of receipt.
2.3.2 Clearly indicating whether the application is complete or not, and
2.3.3 Indicating whether the applicant meets the minimum requirements for the post and that such application is being considered.

2.4 The employing Department shall handle the initial sifting process to eliminate applications of those candidates who do not comply with the requirements for the post[s] as stated in the advertisement.

3. SCHEDULING

3.1 Applications must be scheduled alphabetically within the relevant post number.

3.2 Separate schedules should be compiled for each post number.

3.3 Qualifications should be listed as indicated by the applicant.
## FORMS

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<tr>
<th>4.1</th>
<th>FORM 1</th>
<th>Shortlisting Assessment Form</th>
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<th>4.5</th>
<th>FORM 5</th>
<th>Applicants Preference Order</th>
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<th>4.6</th>
<th>FORM 6</th>
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### 5. FILING

5.1 The following files should be opened for each relevant post:

- Applicants not shortlisted.
- Applicants rejected.
- Successful applicants.
- Unsuccessful applicants.
- Register of grievances.

5.1 Copies of all forms for the shortlisting and interviewing processes must be filed in alphabetical order within the post number.
ANNEXURE C

PROCEDURES FOR DEALING WITH OFFICE BASED PROMOTION GRIEVANCES

This Grievance procedure is developed as an expedited process within the framework of the procedure contained in the Personnel Administration Measures with due cognizance taken of the Labour Relations Act of 1995 (as amended) and the Employment of Educators Act No. 76 of 1998 (as amended).

PROCEDURE

1. Should an educator or a union acting on behalf of its member/s lodge a grievance, the prescribed Grievance Form (OB1) must be completed.

- Ideally grievances should be lodged within 7 days of the grievance being known.
- Grievances lodged after 7 days may prejudice persons lodging such grievances in that appointments may have been effected or may be in the process of being effected.
- Where an appointment has been effected, grievances must be lodged in the same manner but grievance hearings will not be held. The Department of Education shall inform the applicant that an appointment had been made and that the dispute should be referred to the ELRC.

2. Form OB1 must be submitted to the Directorate: Labour Relations in head office.

3. The Directorate must immediately, if possible, but not later than 2 working days, acknowledge receipt of the grievance on form (OB 2) which must be transmitted to the aggrieved party.

4. If the disputed post is not filled the Directorate: Human Resource Practices must be advised to temporarily place the filling of the post on hold.

5. The Directorate Labour Relations shall:

5.1 assign an official, preferably from the Labour Relations Component to gather the necessary information and identify potential witnesses for the Grievance Hearing.

5.2 establish a Grievance Committee comprising a Chairperson and three members. The Chairperson of the Committee shall be at least one level higher and the members shall be on equivalent or higher grading than the grievant. The Directorate: Labour Relations will provide the necessary advisory and secretarial services.

5.3 The Directorate: Labour Relations shall inform the aggrieved party of the date,
6. The aggrieved shall have the right:

- to be present at the hearing
- to be represented by his/her union
- to call his/her witnesses, and,
- to cross examine witnesses called by the employer

7. Should there be a need, the parties may meet prior to the hearing to exchange relevant documents and narrow issues etc.

8. The Grievance Committee, after having heard the parties must make a finding. Should the findings be in favour of the applicant, the Grievance Committee shall make appropriate recommendations to the Superintendent-General.

9. Should the Superintendent-General disagree with the recommendations, such differences must be remitted to the Grievance Committee with full reasons for the difference. The Grievance Committee must evaluate the reasons for the disagreement and advise the Superintendent-General of its findings and recommendations.

10. The finding of the Committee shall be recorded on form OB 4 and be signed by the aggrieved, his/her union (if applicable) and the Chairperson of the Grievance Committee.

11. The Chairperson shall communicate the decision of the grievance committee to the grievant within 3 working days of the conclusion of the grievance hearing.

12. The grievant must, within 3 working days of receipt of the findings indicate on form OB 4 whether the findings are accepted or whether the grievant intends lodging a dispute with the ELRC.

13. In the event that a dispute is to be lodged with the ELRC, such application should be lodged within 7 days from the date of having been advised by the Chairperson of the Grievance Committee of the outcome of the grievance hearing. Upon receipt of the copy of the referral form the regional chief director shall withhold the filling of the affected post pending finalisation of the dispute.
EXPEDITED PROMOTIONS GRIEVANCE FORM

1. Details of the Aggrieved Educator

(a) Surname:........................................................................................................
First Names:......................................................................................................
I. D. No.:.........................................................................................................
Pensal No.:.....................................................................................................
Postal Address:............................................................................................... 
........................................................................................................................
........................................................................................................................
........................................................................................................................
........................................................................................................................
Postal Code:....................................................................................................
Tel:...................................................................................................................
(W) Tel:..........................................................................................................(H)
Fax:.................................................................................................................
Cell:................................................................................................................

Current School/ Departmental Office where Grievant is stationed: 
.........................................................................................................................

Is the Grievant represented by a Trade Union? Yes ☐ No ☐
If yes, which union?....................................................................................... 
Name of the Union:......................................................................................... 
Postal address:............................................................................................... 
........................................................................................................................
........................................................................................................................
........................................................................................................................
Tel:...................................................................................................................
Fax:...................................................................................................................
Contact person:..............................................................................................
Cell:................................................................................................................

2. Details of the Grievance HRM No.: .................

2.1 Post No.:.........................................................
2.2 Post Description:..............................................................
2.3 Region........................................ District:..........................................................
2.4 Reasons for being aggrieved/ or facts of the case. (Please include the relevant section/s of the regulation/procedure/legislation/collective agreement etc. that has/have been breached)

(Should the space be insufficient, attach one additional page)

3. This grievance arose on:

3.1 Relief Sought: (Indicate clearly the relief you seek)

3.2 Would the relief you seek affect the rights and/or interest of other persons.

If yes furnish details of other persons who may be affected.
I confirm that all information presented above is, to the best of my knowledge true and correct.

I further accept that in participating in this expedited process I am bound by the procedures set out in this Collective Agreement.

..................................................  ..................................................
SIGNATURE OF GRIEVANT                     DATE
Department of Education

Name of Grievant: ............................................. (Persal No: ...............)

Institution: ........................................................................

POST(S) IN DISPUTE: POST NO.: ..............................................

POST DESCRIPTION: ....................................................

INSTITUTION: ..........................................................

HRM NO.: ....................................................

ACKNOWLEDGEMENT OF RECEIPT OF GRIEVANCE

Your grievance referral dated ___________________________ is hereby acknowledged.

You will be advised of the date, venue and time of your grievance hearing in due course.

LABOUR RELATIONS OFFICER

Date: .........................
DEPARTMENT OF EDUCATION

NAME OF GRIEVANT

NAME OF SCHOOL/INSTITUTION:

POST(S) IN DISPUTE : POST NO:

DESCRIPTION:

INSTITUTION:

HRM NO:

NOTICE OF GREVANCE HEARING

Be advised that the grievance hearing in respect of the above post(s) has been set down as follows:

VENUE :
DATE :
TIME :

You may, if you so desire, be represented by your union.

LABOUR RELATIONS OFFICER

DATE: ____________________________
DEPARTMENT OF EDUCATION

REGIONAL GRIEVANCE COMMITTEE DECISION

In the grievance lodged by ........................................ (Persal No. .................) in respect of (Post. Description) ........................................ Post No. ....................... at ........................................

the Grievance Committee finds that:

...........................................................................................................................................................................................................................................................................................................................................................

The Grievance Committee therefore recommends that:

...........................................................................................................................................................................................................................................................................................................................................................

...........................................................................................................................................................................................................................................................................................................................................................

............................................. ............................................. .............................................
CHAIR PERSON SIGNATURE DATE
GRIEVANCE COMMITTEE

1. This decision is accepted by the undersigned parties.
2. This decision is not accepted by the grievant.

...........................................................................................................................................................................................................................................................................................................................................................

NB: In the event that a dispute is lodged, a copy of this form must accompany the dispute referral form.

............................................. ............................................. .............................................
NAME OF GRIEVANT SIGNATURE
DATE:........................

............................................. ............................................. .............................................
UNION REPRESENTATIVE SIGNATURE DATE
ON BEHALF OF GRIEVANT
## ANNEXURE D

### RECOGNISED TRADE UNIONS

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<tr>
<th>ORGANISATION</th>
<th>ADDRESS</th>
<th>TELEPHONE</th>
<th>FACSIMILE</th>
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<tbody>
<tr>
<td>NAPTOASA</td>
<td>P 0 Box 35613, Northway 4065</td>
<td>031-5631966, 031-3049452</td>
<td>031-5631611, 031-3049452</td>
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<td>NATU</td>
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<td>NATU Ulundi Region</td>
<td>035-4742682</td>
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<td>NATU South Coast Region</td>
<td>039-6827010</td>
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<td>SADTU</td>
<td>SADTU HOUSE Provincial Offices, 321 Smith Street Durban, 4001</td>
<td>031-3051828 / 930</td>
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<td>North Coast Region, SHOP 9A Centre, 68 Temple Street, Empangeni, 3880</td>
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<td>Durban North Region, Suite F1, 13 Arbee Drive, Dicks Centre, Tongaat 4439</td>
<td>035-7721649</td>
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<td>031-5335062</td>
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<td>Northern Natal (Ladysmith, Vryheld, Ulundi) Office 324 / 3rd Floor Nedbank Circle, Harding Street Newcastle 2940</td>
<td>034-3124381</td>
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<td>Midlands, 4th Floor PBS Building, 254 Longmarkert Street, Pietermaritzburg, 3201</td>
<td>033-3459527</td>
<td>033-3429503</td>
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<td>Inland Region, No 5 Presbane Building, CNR President &amp; Hlobane Street, Vryheid, 3100</td>
<td>034-9833215</td>
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<td>SACU</td>
<td>P. O. Box 41885, Rossburgh,</td>
<td>031-2059424</td>
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