



**higher education  
& training**

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**POST PROVISIONING NORMS (PPN) POLICY  
FOR TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING (TVET)  
COLLEGES**

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# 1. INTRODUCTION

## 1.1. Acronyms

<b>ACRONYM</b>	<b>MEANING</b>
<b>FET ACT</b>	Further Education and Training Amendment Act, Act 3 of 2012
<b>DHET</b>	Department of Higher Education and Training
<b>DP</b>	Deputy Principal
<b>FTE</b>	Full Time Equivalent
<b>MTEF</b>	Medium Term Expenditure Framework
<b>PPN</b>	Post Provisioning Norms
<b>PL</b>	Post Level
<b>SL</b>	Salary Level
<b>TVET</b>	Technical and Vocational Education and Training

## 1.2. Glossary of Terms

<b>TERM</b>	<b>DEFINITION</b>
<b>Academic Posts</b>	Posts linked to Curriculum Delivery namely Lecturers, Senior Lecturers and Heads of Divisions
<b>Campus:</b>	A site of a college that has a minimum of 600 Ministerial programme FTE students registered
<b>Site/ Independent Learning Site:</b>	A campus of a college which has at least 200 to 599 Ministerial programme FTE students registered
<b>Support Posts</b>	All posts defined as support in line with Public Service prescripts. This definition also includes Campus Managers as a management function.
<b>Management Posts</b>	Principals and Deputy Principals in a Public TVET College
<b>Minister:</b>	The Minister of Higher Education and Training
<b>Ministerial Programme:</b>	Report 191 and NC(V) programmes

### 1.3. Purpose

Section 20, subsection (1) and (2) of the Continuing Education and Training Act 16 of 2006, as amended, requires the following with regards to the appointment of staff in public colleges:

*“(1) The staff of public colleges consists of persons appointed by-*

- (a) the Minister in terms of the Public Service Act in posts established on the organisational structure of the Department and identified as posts to the respective colleges; and*
- (b) the council in posts established in addition to posts contemplated in paragraph (a).*

*(2) Subject to the Public Service Act and any other applicable law, the Minister must-*

- (a) establish the posts contemplated in subsection (1) (a);*
- (b) appoint staff in the identified posts; and*
- (c) remunerate staff from the funds allocated to the respective colleges in accordance with the norms and standards contemplated in section 23.”*

The above legislative requirement necessitated the development of the PPN Model and standardised organisational structure for public TVET colleges.

### 1.4. Policy Statement

1.4.1. The PPN Policy seeks to support the implementation of Section 20 of the CET Act, authorizing the Minister to establish posts, within a structure that are remunerated in accordance with the Departmental budget and strategy. This policy is enforceable by the Minister via the Public Service Act, holding the college Principals accountable and responsible for the implementation of Departmental HR Policies and Procedures.

1.4.2. The level of performance of a college is largely determined by the availability and competence of staff members. The provision of suitable posts to a college therefore forms an essential part of the higher education sector. For this reason, a needs-based post provisioning model was developed, aimed at providing posts to

colleges in accordance with all their curriculum and management needs and therefore, enabling such colleges to perform optimally.

- 1.4.3. Full consultation with all key stakeholders within the sector had been undertaken over a period of approximately 3 years to ensure that the outcome complies as best as possible to the needs of the sector.

## **1.5. Legislative Framework**

- 1.5.1. The Further Education and Training Colleges (FET) Amendment Act, 2012 (Act 3 of 2012)
- 1.5.2. Continuing Education and Training Act 16 of 2006
- 1.5.3. Public Service Act, 1994 as amended
- 1.5.4. Public Service Regulations, 2016
- 1.5.5. PCAM (once approved)
- 1.5.6. Labour Relations Act 66 of 1995, as amended

## **1.6. Objectives**

- 1.6.1. To ensure that all TVET colleges nationally are adequately allocated posts to deal with the delivery of Ministerial programmes as required by Section 20 of the CET Act 16 Of 2006 (as amended)
- 1.6.2. Provide a standardised college structure in which the allocated posts are organised, having been evaluated, to ensure effective and efficient delivery of service to all stakeholders within the sector.

## **1.7. Principles**

Below is an outline of key principles applicable to the development of Post Provisioning Norms for TVET colleges:

- 1.7.1. The model is *need-based* in providing for all functions required to be performed at a public college within the available monetary resources and relevant legislative prescripts, to deliver effective and efficient services.

- 1.7.2. The norms determined, only refer to the needs of colleges regarding Ministerial programmes. It is anticipated that once occupational programmes are reclassified as Ministerial, the model will automatically provide for them.
- 1.7.3. The PPN Model allocated posts for which the utilisation must be determined by the college and will be dependent on the number of programmes and needs required within the college.
- 1.7.4. The total Full Time Equivalent (FTE) staff members employed in approved posts must correspond with the total number of such approved and allocated posts.
- 1.7.5. All students are converted to fulltime equivalent (FTE)\_students, where one FTE student may be a combination of more than one part-time student but who would in total have the same lecturing time and support requirements as one fulltime student.
- 1.7.6. Academic staff posts, i.e. Lecturers, Senior Lecturers and Head of Department posts, are *linked* to the number of students, but factors such as different class size and contact hour requirements necessitates differentiation between different categories of students. To accommodate different requirements a weighting is attached to each category of students in such a way that all weighted FTEs have the same post requirements.
- 1.7.7. The number of management and support staff posts, including academic support posts, that a college needs implies that all colleges require a basic minimum component of management and support staff posts, irrespective of size, after which the size of the college is considered for further post allocations.

#### **1.8. Scope of Application**

This PPN Policy applies to all TVET colleges nationally, with employees who are delivering and/or supporting Ministerial programmes within their colleges.

## 2. NORMS FOR ACADEMIC POSTS

### 2.1. Determining factors for Academic Staff

The following factors have been considered in determining the number of academic posts needed by a college:

- a) The number of *FTE students* in each programme
- b) The desired *class sizes* in respect of each of these programmes. Where a programme requires different class sizes for theory and practical components, the relative time requirements for each of these components.
- c) The number of hours that students in a specific programme and at a specific level are required to be lectured (*student contact hours*).
- d) The number of hours that lecturers at the various post levels are required to do actual lecturing (*lecturer contact time*).
- e) The *span of control* for the posts of senior lecturer and HOD that should be applied to ensure effective line management and effective performance of academic related functions.

These values have been determined as outlined below:

FACTOR	DETERMINED VALUES		
STUDENT FTE NO.	Determines lecturers allocated per college.		
CLASS SIZE	Practical = 15 Students	Theory = 30 students	
LECTURE HRS PW	AVERAGE HOURS PER WEEK PL1 = 25 HPW PL2 = 20 HPW PL3 = 5 HPW		
POST LEVEL RATIO (18:3:1) * <i>*for every 6 PL1 there is 1 PL2; for every 3 PL2 there is 1 PL3 appointed</i>	PL1 = 18	PL2 = 3	PL3 = 1
STUDENT CONTACT TIME	NCV = 31 hpw in class	Nated = 21 hpw in class	

*A **Weighting** has been allocated to certain subjects to ensure equity in the distribution of resources. Subjects with a practical component, require more resources so will have a higher weighting than those that are only theory based.*

The above has been widely consulted on with TVET college management, Labour, TVET Branch Senior management as well as college Council and SACPO. Collectively all the above factors are calculated to generate the numbers of posts allocated to each college, in line with their student FTE numbers. Colleges must then utilise those posts as required within the college.

### **3. NORMS FOR MANAGEMENT AND SUPPORT STAFF POSTS**

#### **3.1. Determining factors for Support posts**

Within the context of the PPN Policy, Support posts relate to management as well as general support functions being performed at colleges.

These posts have been split into functional groups in line with the public service as follows:

<b>Functional Group</b>
Salary Levels 2 to 4
Salary Levels 5 to 6
Salary Level 7
Salary Level 8
Salary Levels 9 to 10
Salary Levels 11 to 12
Salary level 13

In addition to the above, support posts have been developed around the following factors:

- a) **Identified functions** to be performed in terms of regulations, policy and needs affecting the sector as well as the associated salary level.
- b) **Number of clients** to be served, e.g. does student or staff growth impact the function to be performed.

- c) **Growth rate** provided on each level (the higher the post level, the slower the growth). This is impacted by the size of the client base.

### **3.2. Norms for College and Campus Management Posts**

Each TVET college, irrespective of size, qualifies for the following college management posts:

- a) One Principal post at SL13.
- b) Four Deputy Principal (DP) posts at SL 12 (these will include DP Academic, DP Corporate Services, DP Finance and a choice between DP Registration or DP Innovation and Development).
- c) One post of Campus Manager for each campus and/or site at PL5

### **3.3. Basic Component of Posts**

Based on the standardised college structure, a *minimum (basic) component of posts* needed to perform the functions efficiently and effectively is determined for the:

- a) central office of the smallest college (*by student FTEs*)
- b) smallest campus (*min. 600 Ministerial FTEs*)
- c) site (*200-599 ministerial FTEs*)

The *basic component of posts* is therefore applicable to colleges up to 2 500 FTEs and campuses up to 1 500 FTEs. Once colleges grow beyond these thresholds, the post increase rate becomes applicable.

### **REFER TO ANNEXURE A: BASIC POSTS FOR COLLEGE, CAMPUS AND SITE**

### **3.4. Post Increase Rates (Percentage %)**

An *increase rate (%)* at which the number of each of these basic posts must increase as the number of FTE students increases above college and campus sizes mentioned above has been determined.

Lower level posts increase at a higher percentage than higher levels posts. (For example, SL2-4 posts might increase at 70% while SL9-10 might increase at 20%).

An increase rate for each of the posts on the standardised structure has been determined.

## **REFER TO ANNEXURE B: POST INCREASE RATES (%) FOR COLLEGE, AND CAMPUS**

### **3.5. Capped posts (Maximum number of certain posts)**

Some posts cannot increase beyond a certain level even though the college is bigger than the size generating this number of posts. For example, not more than one Labour Relations Manager or one college Principal would be required irrespective of the size of the college. A limit/capping for each of such posts on the standardised structure has therefore been determined.

The above implies that each college and each campus and/or independent learning site qualifies for at least the *basic component of posts* while colleges and campuses larger than the 2 500 FTEs and 1 500 FTEs respectively qualify for an increased number of posts based on the number of FTE students enrolled.

## **REFER TO ANNEXURE C: MAXIMUM NUMBER OF POSTS FOR COLLEGE AND CAMPUS**

## **4. STANDARDISED COLLEGE STRUCTURE**

The posts provided by the Post Provisioning Norms Model are assigned to specific functions required at all colleges. To effectively perform these functions incumbents of the posts will require specific skills and qualifications. The functions with the skills set and qualifications are placed through a Job Evaluation Process which determines the salary level for each posts / job function.

The jobs are then arranged in an organisational structure which outlines the hierarchy or network of interactions between each job/ function within a college.

The need for specific functions / posts at certain salary levels has been extensively consulted on within the TVET Sector to provide a standardised college structure. The following aspects determine the standardised college structure:

#### **4.1. Core and Support Functions**

The standardised college structure is divided into core and support functions which are performed within the Central Office, campus, and site levels. The *core* functions are performed within the offices of the Deputy Principal: Academic Services and Deputy Principal: Registration Service or Deputy Principal Innovation and Development, while the *support* functions are performed within the offices of the Deputy Principal: Corporate Services and Deputy Principal: Finance. Both core and support functions are also performed at campus and site levels.

##### **4.1.1. Core Functions include:**

- a) Curriculum Development and Implementation.
- b) Teaching and learning.
- c) Examination and assessment.
- d) Registration (including TVET Management Information System); and
- e) Lecturer and Student Support.

##### **4.1.2. Support Functions include:**

- a) Internal Audit, Quality Assurance & Risk Management.
- b) Corporate Services (Human Resources Management and Development, Labour Relations, Communication, Information Technology, Infrastructure and Maintenance, Security and Records Management), and
- c) Financial Services (Finance, Budget, Supply Chain and Asset Management).

## **4.2. Choice of Standardised College Structure**

- 4.2.1. As a result of funding as well as the needs of the sector with respect to management posts at the time of the consultation of the PPN Model and college structure, it was determined that there would be four funded Deputy Principal posts made available in all college structures. Three (3) of these posts would be compulsory, i.e. the Deputy Principal Academic, Deputy Principal Finance and Deputy Principal Corporate Services.
- 4.2.2. The fourth (4<sup>th</sup>) Deputy Principal posts would be a choice to be determined by each college as to whether they would prefer to have a Deputy Principal Registration Services, or a Deputy Principal Innovation and Development.
- 4.2.3. Should the Registrar function at Deputy Principal level be selected by a college, this would mean that the functions associated with the Innovation and Development post would be performed under the Deputy Principal: Registrar within the Partnerships and Linkages Section.
- 4.2.4. Should the Innovation and Development function at Deputy Principal level be selected by a college, this would mean that the functions associated with the Registrar post would be performed under the Deputy Principal: Innovation and Development function.
- 4.2.5. The distinction between these two Deputy Principal posts is outlined in **ANNEXURE D1 AND ANNEXURE D2** which represented the standardised college structure with DP Registration Services and DP Innovation and Development, respectively.

## **5. IMPLEMENTATION**

This policy should be read in conjunction with the PPN Procedure Manual attached as **ANNEXURE E** which provides further details on the full implementation process related to the standardised college structure in line with the allocated posts per college.

## **6. DISPUTE RESOLUTION**

All disputes and grievances will be dealt with in accordance with the provisions of the Department's Labour Relations Manual.

## 7. MONITORING

This Policy shall be monitored by the Directorate responsible for Human Resources Development and the Human Resources Management and Administration.

## 8. POLICY REVIEW

This Policy, the PPN Model and standardised college structure should be reviewed every three years, unless changes in Legislation and Ministerial Directives dictate otherwise.

## 9. POLICY APPROVAL

Signed at Pretoria on this 03 day of NOVEMBER 2020



**Mr GF Qonde**

**Director-General: Department of Higher Education and Training**

**ANNEXURES**

**ANNEXURE A: BASIC POSTS FOR COLLEGE, CAMPUS AND SITE**

**ANNEXURE B: INCREASE RATES (%) OF POSTS PER COLLEGE AND CAMPUS**

**ANNEXURE C: MAXIMUM NUMBER OF POSTS FOR COLLEGE AND CAMPUS**

**ANNEXURE D1: COLLEGE STRUCTURE WITH DEPUTY PRINCIPAL: REGISTRAR**

**ANNEXURE D2: COLLEGE STRUCTURE WITH DEPUTY PRINCIPAL: INNOVATION  
AND DEVELOPMENT**

**ANNEXURE E: PROCEDURE MANUAL FOR THE IMPLEMENTATION OF TVET POST  
PROVISIONING NORMS AND ORGANISATIONAL STRUCTURE**

**ANNEXURE A:  
BASIC POSTS FOR COLLEGE,  
CAMPUS AND SITE**





**Posts Allocated per Independent Site (Between 300 and 600 FTEs)**

Campus Management	Management and Support	1.00				
Academic Support Services	Acad Student Supp/Counselling/Nursing	0.50				1.00
	Acad Admin Support/Financial Aid Librarian	1.00				
	Data Capturing	0.50				
	General Admin Support	0.50				
General Support Services (Including IT and TVETMIS)	Reception	1.00	0.50			
	Cleaning, Maintenance, gardening etc.	0.50	10.00			
	IT Maintenance					
			0.50			

**ANNEXURE B:  
INCREASE RATES (%) OF POSTS PER  
COLLEGE AND CAMPUS**

**RATE (PERCENTAGE) AT WHICH POSTS INCREASE FOR COLLEGES LARGER THAN 2500 FTEs AND CAMPUSES LARGER THAN 1500 FTEs**

Functional Area	Functional Unit/Component Description	Function/Post	Increase Rates						
			SI 2-4	SI 5-6	SI 7	SI 8	SI 9-10 /PI 5	SI 11-12	SI 13
<b>Posts Allocated per College</b>									
College Management and Governance	Office of the Principal	Principal							0
		PA to Principal			0				
		Quality Assurance						30	
		Internal Audit and Risk Management				40		30	
		Risk and Fraud Prevention				40			
		Strategic Planning and Governance				40		30	
Corporate Services	Management and Secretarial			0					0
	<b>Human Resource Services</b>								
	Management							30	
	HRA	Personnel Officers and Practitioners			50		40		
		Administration		50					
		Registry		60					
	HRD	Personnel Officers and Practitioners			50		40		
		Administration		60					
	Employee Health + Wellness	Practitioners			50				
	Labour Relations	Management and Operation					30	30	
	Marketing and Communication	Management						30	
		Communication					50		
		Switchboard Operation	60						
		Reception		60					
	Information Technology	Management						30	
		IT Maintenance			50		40		
<b>Facilities and Records Management</b>									
	Facilities Management (Infrastructure)	Management						30	
		Officers and Administration		60	50		40		
		Maintenance and cleaning	20		50				
		Security Services			50				
	Records Management	Registry and Administration	60	60	50				
Financial Services	Management and Secretarial			0					0
	Financial Accounting	Management						30	
		State Accountants			40		30		

	Financial Aid Administration				40				
	Management Accounting			60				30	
	Supply Chain and Asset Management			60		40	30		
<b>Academic Services</b>	Management and Secretarial			50					0
	Curriculum Development Services							30	
	Examination and Assessment Services							30	
<b>Registrar</b>	Management and Secretarial Partnerships and Linkages			0			50		0
	Student Registration				60			30	
	Student Support Services				60		40		
					60		40		
							40		
							40		
						50			
					60				
								40	30

<b>Posts Allocated per Campus (600+ FTEs)</b>									
Campus Management	Management and Support			0				0	0
Academic Support Services	Acad Student Supp/Counselling/Nursing			60	40				
	Acad Admin Support/Financial Aid Librarian			60	40				
	Data Capturing			60	40				
General Support Services (Including IT and TVETMIS)	General Admin Support			60	40				
	Reception			60					
	Cleaning, Maintenance, gardening etc. IT Maintenance		60				40		



**ANNEXURE C:  
MAXIMUM NUMBER OF POSTS FOR  
COLLEGE AND CAMPUS**





**ANNEXURE D1:  
COLLEGE STRUCTURE WITH  
DEPUTY PRINCIPAL: REGISTRAR**



<b>OFFICE OF THE PRINCIPAL</b>	
<p><b>PURPOSE:</b> TO PROVIDE EFFECTIVE AND EFFICIENT TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Manage corporate services.</li> <li>- Manage financial services.</li> <li>- Manage academic services.</li> <li>- Manage registration services.</li> <li>- Provide internal audit and quality assurance services.</li> <li>- Provide risk, fraud, ethics and integrity management.</li> </ul>	<p style="text-align: center;">Level 13 JE Level 7 JE Level 9/10 Pre-JE Level 8 JE</p> <p>x Principal x Personal Assistant x Assistant Director x Senior Administrative Officer</p>

<p><b>DIVISION: INTERNAL AUDIT AND QUALITY ASSURANCE</b></p> <p><b>PURPOSE:</b> TO PROVIDE INTERNAL AUDIT AND QUALITY ASSURANCE SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Conduct performance audits.</li> <li>- Conduct governance and compliance audits.</li> <li>- Conduct information technology and financial audits.</li> <li>- Execution of internal audit planning, mitigation and reporting.</li> <li>- Provide technical and secretariat support services to the Audit Committee.</li> <li>- Provide quality assurance services.</li> </ul> <p>x Assistant Director x Senior Quality Management Officer</p> <p style="text-align: center;">Level 9/10 Pre-JE Level 8 Pre-JE</p>	
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	<p><b>DIVISION: RISK, FRAUD AND INTEGRITY MANAGEMENT</b></p> <p><b>PURPOSE:</b> TO PROVIDE RISK, FRAUD AND INTEGRITY MANAGEMENT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide risk management services.</li> <li>- Provide fraud prevention services.</li> <li>- Provide ethics and integrity management services.</li> </ul> <p>x Assistant Director x Senior Risk &amp; Fraud Prevention Officer</p> <p style="text-align: center;">Level 9/10 Pre-JE Level 8 Pre-JE</p>
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<p><b>DIVISION: CORPORATE SERVICES</b></p> <p style="text-align: center; color: red;">See page 2</p>	
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<p><b>DIVISION: FINANCIAL SERVICES</b></p> <p style="text-align: center; color: red;">See Page 5</p>	
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<p><b>DIVISION: REGISTRATION SERVICES</b></p> <p style="text-align: center; color: red;">See page 6</p>	
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<p><b>DIVISION: ACADEMIC SERVICES</b></p> <p style="text-align: center; color: red;">See page 7</p>	
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Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_



<b>DIVISION: CORPORATE SERVICES</b>	
<b>PURPOSE:</b> TO MANAGE CORPORATE SERVICES.	
<b>FUNCTIONS:</b>	
- Provide human resource management and development services.	
- Provide labour relations services.	
- Provide marketing and communication services.	
- Provide information communication and technology management services.	
- Provide facilities management and logistic services.	
x Deputy Principal	Level 12 JE
x Secretary	Level 5 JE

<b>SECTION: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>
<i>See page 3</i>

<b>SECTION: LABOUR RELATION</b>	
<b>PURPOSE:</b> TO PROVIDE LABOUR RELATIONS SERVICES.	
<b>FUNCTIONS:</b>	
- Facilitate the implementation of labour relations guideline processes.	
- Facilitate the implementation of collective bargaining and dispute resolutions.	
- Facilitate the resolution of disciplinary cases, grievance and disputes processes.	
- Represent employer and monitor the implementation of litigation outcomes.	
- Promote sound employment relations.	
x Assistant Director	Level 9/10 Pre-JE
x Senior Labour Relations Officer	Level 8 Pre-JE

<b>SECTION: MARKETING AND COMMUNICATION</b>	
<b>PURPOSE:</b> TO MANAGE MARKETING AND COMMUNICATION SERVICES.	
<b>FUNCTIONS:</b>	
- The provision of internal and external communications services.	
- The provision of marketing services.	
- The provision of content management and media liaising services.	
- The provision of language management services in terms of the Language Act.	
x Assistant Director	Level 9/10 Pre-JE
x Snr Marketing and Communication Officer	Level 8 Pre-JE
x Receptionist	Level 4 JE
x Switchboard Operator	Level 4 JE

<b>SECTION: INFORMATION TECHNOLOGY</b>	
<b>PURPOSE:</b> TO MANAGE INFORMATION COMMUNICATION AND TECHNOLOGY MANAGEMENT SERVICES.	
<b>FUNCTIONS:</b>	
- The rendering of information technology (IT) infrastructure design and planning.	
- The rendering of information technology (IT) infrastructure support and operations.	
- The rendering of website and portal management.	
- The ensuring of ICT security.	
x Assistant Director	Level 9/10 Pre-JE
x Senior IT Technician	Level 8 JE
x IT Technician	Level 7 JE

<b>SECTION: FACILITIES AND RECORDS MANAGEMENT</b>
<i>See Page 4</i>



<b>SECTION: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SERVICES.	
<b>FUNCTIONS:</b> - The provision of human resources administration services. - The provision of human resources development services. - Provide employee health and wellness programmes.	
x Assistant Director	Level 9/10 Pre-JE

<b>UNIT: HUMAN RESOURCE ADMINISTRATION</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE ADMINISTRATION SERVICES.	
<b>FUNCTIONS:</b> - Administer attraction, recruitment, selection, appointment and exit of employees. - Administer and implement employee compensation, condition of services benefits and incentive system. - Maintain employee personal records.	
x Chief Personnel Officer x Chief Administrative Clerk x HR Clerk x Chief Registry Clerk x Registry Clerk	Level 8 Pre-JE Level 7 JE Level 5 JE Level 7 JE Level 5 JE

<b>UNIT: HUMAN RESOURCE DEVELOPMENT</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE DEVELOPMENT SERVICES.	
<b>FUNCTIONS:</b> - Develop and facilitate the implementation of human resource development strategy and plans. - Provide and facilitate training and development programmes (i.e. training, bursaries, internships and Learnership). - Provide, coordination and implementation of performances management systems (PMDS & IQMS). - Conduct organisation review and redesign processes and facilitate the development of job description. - Coordinate, develop and monitor the implementation of HR strategy and plan. - Coordinate, develop and monitor the implementation of Employment Equity plan.	
x Senior Practitioner x Practitioner x HR Clerk	Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

<b>SECTION: EMPLOYEE HEALTH AND WELLNESS</b>	
<b>PURPOSE:</b> TO PROVIDE EMPLOYEE HEALTH AND WELLNESS SERVICES.	
<b>FUNCTIONS:</b> - Facilitate, develop and implement employee health and wellness policies and programmes. - Facilitate and implement HIV and Aids, TB, and other communicable of diseases prevention. -The promotion, facilitation and implementation of occupational health, safety and environmental management strategies and programmes.	
x Employee Health and Wellness Practitioner	Level 7 Pre-JE

COLLEGE LOG

COLLEGE NAME

<b>UNIT: FACILITIES AND RECORDS MANAGEMENT</b>	
<b>PURPOSE:</b>	TO PROVIDE FACILITIES MANAGEMENT AND LOGISTICAL SERVICES
<b>FUNCTIONS:</b>	-The provision of facilities management services. -The provision of records management services.
x Assistant Director	Level 9/10 Pre-JE

<b>SECTION: FACILITIES MANAGEMENT</b>	
<b>PURPOSE:</b>	TO PROVIDE FACILITIES AND FLEET MANAGEMENT SERVICES.
<b>FUNCTIONS:</b>	- Provide conducive working environment services in terms of OHS Act. - Promote and facilitate the implementation of occupational health, safety and environmental management strategies and programmes. - Provide infrastructure maintenance services. - Provide transport management services. - Provide security services. -The provision of cleaning services.
x Senior Administrative Officer (OHS) x Transport Officer x Driver/Messenger x Supervisor: Cleaning Services x Handyman x Security Officer x Cleaner x Groundsman	Level 8 Pre-JE Level 7 Pre-JE Level 4 JE Level 4 JE Level 3 JE Level 3 JE Level 2 JE Level 2 JE

<b>SECTION: RECORDS MANAGEMENT</b>	
<b>PURPOSE:</b>	TO PROVIDE RECORDS MANAGEMENT SERVICES.
<b>FUNCTIONS:</b>	-Provide archiving and records management services. -Render records filing and mail administration services. -Provide printing services.
x Chief Registry Clerk (New Posts) x Registry Clerk (New Posts) x Photocopy Operator (New Posts)	Level 7 JE Level 5 JE Level 2 JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>DIVISION: FINANCIAL MANAGEMENT SERVICES</b>	
<b>PURPOSE:</b> TO MANAGE FINANCIAL SERVICES.	
<b>FUNCTIONS:</b> - Manage, facilitate and provide financial accounting services. - Manage, facilitate and provide management accounting services. - Provide supply chain and asset management services.	
x Deputy Principal x Secretary	Level 12 JE Level 5 JE

<b>UNIT: FINANCIAL ACCOUNTING</b>	
<b>PURPOSE:</b> TO MANAGE AND FACILITATE THE PROVISION OF FINANCIAL ACCOUNTING SERVICES.	
<b>FUNCTIONS:</b> - Develop and monitor the implementation of financial administration and accounting policies, systems and processes. - Provide salary administration services. - Provide expenditure and general payments services. - Provide cash and revenue management. - Provide asset liability and debt management services. - Provide bookkeeping and financial accounting services.	
x Assistant Director x Senior State Accountant x State Accountant x Financial Aid Officer x Finance Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 JE

<b>UNIT: MANAGEMENT ACCOUNTING</b>	
<b>PURPOSE:</b> TO PROVIDE MANAGEMENT ACCOUNTING.	
<b>FUNCTIONS:</b> - Develop financial management policies, processes and procedure. - Conduct financial planning. - Advise managers with regard to allocation, approval of budget and other budgetary matters. - Monitor and report on expenditure trends and compile financial statements.	
x Assistant Director x Senior State Accountant x State Accountant x Finance Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

<b>UNIT: SUPPLY CHAIN AND ASSET MANAGEMENT</b>	
<b>PURPOSE:</b> TO PROVIDE ASSET MANAGEMENT SERVICES.	
<b>FUNCTIONS:</b> - Develop and monitor the implementation of supply chain management internal policies, systems and processes. - Provide demands and acquisition of goods and services. - Provide stores services - Provide new asset administration services. - Provide current asset administration and disposal services.	
x Assistant Director x Senior Provisioning Officer x Provisioning Officer x Supply Chain and Asset Administration Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

SECTION: REGISTRATION SERVICES	
<p><b>PURPOSE:</b> TO PROVIDE REGISTRATION SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Manage student registration processes.</li> <li>- Provide student support services.</li> <li>- Provide TVET management information system.</li> <li>- Initiate partnership and linkages with relevant sectors.</li> </ul>	<p>Level 12 JE Level 5 JE</p>
<p>1 x Deputy Principal 1 x Secretary</p>	

SECTION: REGISTRATION SERVICES	
<p><b>PURPOSE:</b> TO MANAGE STUDENT REGISTRATION SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide advice and guidance on the enrolment of students.</li> <li>- Validate the reliability of registration documentation.</li> <li>- Coordinate and manage bursary scheme.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE Level 8 Pre-JE Level 5 JE</p>
<p>x Assistant Director x Senior Registration Officer x Senior Bursary Officer x General Administration Clerk</p>	

SUB-DIRECTORATE: STUDENT SUPPORT SERVICES	
<p><b>PURPOSE:</b> TO PROVIDE STUDENT SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide student academic support services.</li> <li>- Provide student counselling.</li> <li>- Provide sports, arts and culture.</li> <li>- Provide career guidance.</li> <li>- Mainstreaming of gender and disability within students.</li> <li>- Manage of student residence.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE</p>
<p>x Assistant Director x Senior Student Support Officer x Sports, Arts and Culture Officer x General Administration Clerk</p>	

SECTION: TVET MANAGEMENT INFORMATION SYSTEM	
<p><b>PURPOSE:</b> TO MANAGE THE TVET MANAGEMENT INFORMATION SYSTEM.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide advice and guidance on TVETMIS management.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE</p>
<p>x Assistant Director x Senior MIS Officer</p>	

SECTION: PARTNERSHIP AND LINKAGES	
<p><b>PURPOSE:</b> TO INITIATE PARTNERSHIP AND LINKAGES WITH THE RELEVANT SECTORS.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Facilitate partnerships between governments, public, private providers and relevant Councils and Statutory Bodies.</li> <li>- Establish and formalize partnerships and relationships in the TVET sector.</li> <li>- Initiate partnerships within the TVET sector.</li> <li>- Administer the work integrated learning (WIL) and job placement services.</li> </ul>	<p>Level 10 JE Level 7 Pre-JE Level 7-Pre-JE</p>
<p>x Assistant Director x Administrative Officer x Learnership/Placement Officer</p>	

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_



<b>DIVISION: ACADEMIC SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC SERVICES.	
<b>FUNCTIONS:</b> - Provide curriculum implementation services for ministerial programmes. - Provide curriculum development and implementation services for occupational programmes. - Provide examination services. - Manage (insert campus name 1). - Manage (insert campus name 2). - Manage (insert campus name 3). - Manage (insert campus name 4). - Manage (insert campus name 5).	
1 x Deputy Principal 1 x Secretary	Level 12 JE Level 5 JE

<b>SECTION: CURRICULUM IMPLEMENTATION (MINISTERIAL PROGRAMMES)</b>	
<b>PURPOSE:</b> TO PROVIDE CURRICULUM IMPLEMENTATION SERVICES FOR MINISTERIAL PROGRAMMES.	
<b>FUNCTIONS:</b> - Provide curriculum improvement and implementation support for ministerial programmes. - Provide lecturer development and support.	
x Assistant Director	Level 10 JE

<b>INSERT CAMPUS NAME 3</b>
<b>See Page 10</b>

<b>SECTION: CURRICULUM DEVELOPMENT AND IMPLEMENTATION (OCCUPATIONAL PROGRAMMES)</b>	
<b>PURPOSE:</b> TO PROVIDE CURRICULUM DEVELOPMENT AND IMPLEMENTATION SERVICES FOR OCCUPATIONAL PROGRAMMES.	
<b>FUNCTIONS:</b> - Provide curriculum improvement and implementation support for ministerial programmes. - Coordinate occupational programmes. - Facilitate the accreditation for identified / new occupational programmes.	
x Assistant Director	Level 10 JE

<b>INSERT CAMPUS NAME 4</b>
<b>See Page 11</b>

<b>SECTION: EXAMINATIONS SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE EXAMINATIONS SERVICES.	
<b>FUNCTIONS:</b> - Provide internal examination services. - Provide external examination services. - Provide marking services. - Provide resulting and certification services.	
x Assistant Director x Senior Examination Officer	Level 9/10 Pre-JE Level 8 Pre-JE

<b>INSERT CAMPUS NAME 5</b>
<b>See Page 12</b>

<b>INSERT CAMPUS NAME 1</b>
<b>See Page 8</b>

<b>INSERT CAMPUS NAME 2</b>
<b>See Page 9</b>

<b>INSERT CAMPUS NAME</b>
<p><b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b>.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching and learning in engineering studies.</li> <li>- The provision of teaching and learning in business studies.</li> <li>- The provision of teaching and learning in fundamental studies.</li> <li>- The provision of general administration support services.</li> <li>- The provision of academic and student administration support services.</li> </ul>
<p>x Campus Manager x Secretary x Head of Administration</p> <p style="text-align: right;">PL 5 Level 5 JE Level 9</p>

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>
<p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> </ul>
<p>x Head of Division x Senior Lecturer x Lecturer</p> <p style="text-align: right;">PL 3 PL 2 PL 1</p>

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>
<p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop.</li> </ul>
<p>x Head of Division x Senior Lecturer x Lecturer</p> <p style="text-align: right;">PL 3 PL 2 PL 1</p>

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>
<p><b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of student general administration support.</li> <li>- The provision of resource centre.</li> <li>- The provision and management of residence.</li> <li>- The administration of student attendance and student financial support.</li> </ul>
<p>x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)</p> <p style="text-align: right;">Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE</p>

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>
<p><b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of human resource general administration.</li> <li>- The provision of financial services general administration.</li> <li>- The provision of information technology services.</li> <li>- The provision of facilities management and general maintenance.</li> <li>- The provisioning of cleaning services and security services (if not outsourced)</li> </ul>
<p>x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman</p> <p style="text-align: right;">Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE</p>

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>
<p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching, learning and training to learners.</li> <li>- The provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop and simulation.</li> </ul>
<p>x Head of Division x Senior Lecturer x Lecturer</p> <p style="text-align: right;">PL 3 PL 2 PL 1</p>

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
- The provision of teaching and learning in engineering studies.	
- The provision of teaching and learning in business studies.	
- The provision of teaching and learning in fundamental studies.	
- The provision of general administration support services.	
- The provision of academic and student administration support services.	
x Campus Manager	PL 5
x Secretary	Level 5 JE
x Head of Administration	Level 9

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b>	
- The provision of teaching and learning to learners.	
- The ensuring the provision of teaching and learning academic material for the programme.	
- The provision of academic support to learners.	
x Head of Division	PL 3
x Senior Lecturer	PL 2
x Lecturer	PL 1

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b>	
- The provision of teaching, learning and training to learners.	
- The provision of teaching and learning academic material for the programme.	
- The provision of academic support to learners.	
- The management of workshop and simulation.	
x Head of Division	PL 3
x Senior Lecturer	PL 2
x Lecturer	PL 1

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b>	
- The provision of teaching and learning to learners.	
- The ensuring the provision of teaching and learning academic material for the programme.	
- The provision of academic support to learners.	
- The management of workshop.	
x Head of Division	PL 3
x Senior Lecturer	PL 2
x Lecturer	PL 1

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
- The provision of student general administration support.	
- The provision of resource centre.	
- The provision and management of residence.	
- The administration of student attendance and student financial support.	
x Student Support (Liaison) Officer	Level 7 Pre-JE
x Exam Officer	Level 7 Pre-JE
x Librarian	Level 7 Pre-JE
x Career Guidance Officer	Level 7 Pre-JE
x Financial Aid (Bursary) Officer	Level 7 Pre-JE
x Job Placement Officer	Level 7 Pre-JE
x Data Capturer	Level 5 Pre-JE
x Administrative Clerk (Exam/Bursary/Registration/SSS)	Level 5 JE

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
- The provision of human resource general administration.	
- The provision of financial services general administration.	
- The provision of information technology services.	
- The provision of facilities management and general maintenance.	
- The provisioning of cleaning services and security services (if not outsourced)	
x Campus Administrator	Level 7 Pre-JE
x Administrative Clerk: HR	Level 5 JE
x Administrative Clerk: Finance	Level 5 JE
x Supply Chain Admin Clerk	Level 5 JE
x Receptionist	Level 4 JE
x IT Technician	Level 7 Pre-JE
x Driver/Messenger	Level 4 JE
x Photocopy Operator	Level 2 JE
x Supervisor: Cleaning Services	Level 4 JE
x Handyman	Level 3 JE
x Cleaners	Level 2 JE
x Groundsman	Level 2 JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
- The provision of teaching and learning in engineering studies.	
- The provision of teaching and learning in business studies.	
- The provision of teaching and learning in fundamental studies.	
- The provision of general administration support services.	
- The provision of academic and student administration support services.	
x Campus Manager	PL 5
x Secretary	Level 5 JE
x Head of Administration	Level 9

<p><b>DIVISION/FACULTY: ENGINEERING STUDIES</b></p> <p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> </ul> <p>x Head of Division x Senior Lecturer x Lecturer</p> <p>PL 3 PL 2 PL 1</p>	<p><b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b></p> <p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop.</li> </ul> <p>x Head of Division x Senior Lecturer x Lecturer</p> <p>PL 3 PL 2 PL 1</p>	<p><b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b></p> <p><b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of student general administration support.</li> <li>- The provision of resource centre.</li> <li>- The provision and management of residence.</li> <li>- The administration of student attendance and student financial support.</li> </ul> <p>x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)</p> <p>Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE</p>
<p><b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b></p> <p><b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of teaching, learning and training to learners.</li> <li>- The provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop and simulation.</li> </ul> <p>x Head of Division x Senior Lecturer x Lecturer</p> <p>PL 3 PL 2 PL 1</p>	<p><b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b></p> <p><b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of human resource general administration.</li> <li>- The provision of financial services general administration.</li> <li>- The provision of information technology services.</li> <li>- The provision of facilities management and general maintenance.</li> <li>- The provisioning of cleaning services and security services (if not outsourced)</li> </ul> <p>x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman</p> <p>Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE</p>	

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_



<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
- The provision of teaching and learning in engineering studies.	
- The provision of teaching and learning in business studies.	
- The provision of teaching and learning in fundamental studies.	
- The provision of general administration support services.	
- The provision of academic and student administration support services.	
x Campus Manager x Secretary x Head of Administration	PL 5 Level 5 JE Level 9

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	<b>DIVISION: GENERAL ADMINISTRATION SERVICES</b>
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.
<b>FUNCTIONS:</b>	<b>FUNCTIONS:</b>	<b>FUNCTIONS:</b>	<b>FUNCTIONS:</b>
- The provision of teaching and learning to learners.	- The provision of teaching and learning to learners.	- The provision of student general administration support.	- The provision of human resource general administration.
- The ensuring the provision of teaching and learning academic material for the programme.	- The ensuring the provision of teaching and learning academic material for the programme.	- The provision of resource centre.	- The provision of financial services general administration.
- The provision of academic support to learners.	- The provision of academic support to learners.	- The administration of student attendance and student financial support.	- The provision of information technology services.
x Head of Division x Senior Lecturer x Lecturer	x Head of Division x Senior Lecturer x Lecturer	x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)	- The provisioning of cleaning services and security services (if not outsourced)
PL 3 PL 2 PL 1	PL 3 PL 2 PL 1	Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE	x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman
			Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE
<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>			
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES			
<b>FUNCTIONS:</b>			
- The provision of teaching, learning and training to learners.			
- The provision of teaching and learning academic material for the programme.			
- The provision of academic support to learners.			
- The management of workshop and simulation.			
x Head of Division x Senior Lecturer x Lecturer			
PL 3 PL 2 PL 1			

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning in engineering studies.</li> <li>- The provision of teaching and learning in business studies.</li> <li>- The provision of teaching and learning in fundamental studies.</li> <li>- The provision of general administration support services.</li> <li>- The provision of academic and student administration support services.</li> </ul>	
<ul style="list-style-type: none"> <li>x Campus Manager</li> <li>x Secretary</li> <li>x Head of Administration</li> </ul>	<ul style="list-style-type: none"> <li>PL 5</li> <li>Level 5 JE</li> <li>Level 9</li> </ul>

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching, learning and training to learners.</li> <li>- The provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop and simulation.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of student general administration support.</li> <li>- The provision of resource centre.</li> <li>- The administration of student attendance and student financial support.</li> </ul>	
<ul style="list-style-type: none"> <li>x Student Support (Liaison) Officer</li> <li>x Exam Officer</li> <li>x Librarian</li> <li>x Career Guidance Officer</li> <li>x Financial Aid (Bursary) Officer</li> <li>x Job Placement Officer</li> <li>x Data Capturer</li> <li>x Administrative Clerk (Exam/Bursary/Registration/SSS)</li> </ul>	<ul style="list-style-type: none"> <li>Level 7 Pre-JE</li> <li>Level 5 Pre-JE</li> <li>Level 5 JE</li> </ul>

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of human resource general administration.</li> <li>- The provision of financial services general administration.</li> <li>- The provision of information technology services.</li> <li>- The provision of facilities management and general maintenance.</li> <li>- The provisioning of cleaning services and security services (if not outsourced)</li> </ul>	
<ul style="list-style-type: none"> <li>x Campus Administrator</li> <li>x Administrative Clerk: HR</li> <li>x Administrative Clerk: Finance</li> <li>x Supply Chain Admin Clerk</li> <li>x Receptionist</li> <li>x IT Technician</li> <li>x Driver/Messenger</li> <li>x Photocopy Operator</li> <li>x Supervisor: Cleaning Services</li> <li>x Handyman</li> <li>x Cleaners</li> <li>x Groundsman</li> </ul>	<ul style="list-style-type: none"> <li>Level 7 Pre-JE</li> <li>Level 5 JE</li> <li>Level 5 JE</li> <li>Level 5 JE</li> <li>Level 4 JE</li> <li>Level 7 Pre-JE</li> <li>Level 4 JE</li> <li>Level 2 JE</li> <li>Level 4 JE</li> <li>Level 3 JE</li> <li>Level 2 JE</li> <li>Level 2 JE</li> <li>Level 2 JE</li> </ul>

COLLEGE LOG

COLLEGE NAME



Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**ANNEXURE D2:  
COLLEGE STRUCTURE WITH  
DEPUTY PRINCIPAL:  
INNOVATION AND DEVELOPMENT**

COLLEGE LOG

COLLEGE NAME

<b>OFFICE OF THE PRINCIPAL</b>	
<p><b>PURPOSE:</b> TO PROVIDE EFFECTIVE AND EFFICIENT TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Manage corporate services.</li> <li>- Manage financial services.</li> <li>- Manage academic services.</li> <li>- Manage innovation and development services.</li> <li>- Provide internal audit and quality assurance services.</li> <li>- Provide risk, fraud, ethics and integrity management.</li> </ul>	<p style="text-align: center;">Level 13 JE Level 7 JE Level 9/10 Pre-JE Level 8 JE</p> <p>x Principal x Personal Assistant x Office Manager x Senior Administrative Officer</p>

<p><b>DIVISION: INTERNAL AUDIT AND QUALITY ASSURANCE</b></p> <p><b>PURPOSE:</b> TO PROVIDE INTERNAL AUDIT AND QUALITY ASSURANCE SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Conduct performance audits.</li> <li>- Conduct governance and compliance audits.</li> <li>- Conduct information technology and financial audits.</li> <li>- Execution of internal audit planning, mitigation and reporting.</li> <li>- Provide technical and secretariat support services to the Audit Committee.</li> <li>- Provide quality assurance services.</li> </ul> <p>x Assistant Director x Senior Quality Management Officer</p> <p style="text-align: center;">Level 9/10 Pre-JE Level 8 Pre-JE</p>
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<p><b>DIVISION: RISK, FRAUD AND INTEGRITY MANAGEMENT</b></p> <p><b>PURPOSE:</b> TO PROVIDE RISK, FRAUD AND INTEGRITY MANAGEMENT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide risk management services.</li> <li>- Provide fraud prevention services.</li> <li>- Provide ethics and integrity management services.</li> </ul> <p>x Assistant Director x Senior Risk &amp; Fraud Prevention Officer</p> <p style="text-align: center;">Level 9/10 Pre-JE Level 8 Pre-JE</p>
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<b>DIVISION: CORPORATE SERVICES</b>	<i>See page 2</i>
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<b>DIVISION: FINANCIAL SERVICES</b>	<i>See Page 5</i>
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<b>DIVISION: INNOVATION AND DEVELOPMENT SERVICES</b>	<i>See page 6</i>
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<b>DIVISION: ACADEMIC SERVICES</b>	<i>See page 7</i>
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Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_



COLLEGE LOG

COLLEGE NAME

<b>SECTION: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT SERVICES.	
<b>FUNCTIONS:</b> - The provision of human resources administration services. - The provision of human resources development services. - Provide employee health and wellness programmes.	
x Assistant Director	Level 9/10 Pre-JE

<b>UNIT: HUMAN RESOURCE ADMINISTRATION</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE ADMINISTRATION SERVICES.	
<b>FUNCTIONS:</b> - Administer attraction, recruitment, selection, appointment and exit of employees. - Administer and implement employee compensation, condition of services benefits and incentive system. - Maintain employee personal records.	
x Chief Personnel Officer x Chief Administrative Clerk x HR Clerk x Chief Registry Clerk x Registry Clerk	Level 8 Pre-JE Level 7 JE Level 5 JE Level 7 JE Level 5 JE

<b>UNIT: HUMAN RESOURCE DEVELOPMENT</b>	
<b>PURPOSE:</b> TO PROVIDE HUMAN RESOURCE DEVELOPMENT SERVICES.	
<b>FUNCTIONS:</b> - Develop and facilitate the implementation of human resource development strategy and plans. - Provide and facilitate training and development programmes (i.e. training, bursaries, internships and Learnership). - Provide, coordination and implementation of performances management systems (PMDS & IQMS). - Conduct organisation review and redesign processes and facilitate the development of job description. - Coordinate, develop and monitor the implementation of HR strategy and plan. - Coordinate, develop and monitor the implementation of Employment Equity plan.	
x Senior Practitioner x Practitioner x HR Clerk	Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

<b>SECTION: EMPLOYEE HEALTH AND WELLNESS</b>	
<b>PURPOSE:</b> TO PROVIDE EMPLOYEE HEALTH AND WELLNESS SERVICES.	
<b>FUNCTIONS:</b> - Facilitate, develop and implement employee health and wellness policies and programmes. - Facilitate and implement HIV and Aids, TB, and other communicable of diseases prevention. - The promotion, facilitation and implementation of occupational health, safety and environmental management strategies and programmes.	
x Employee Health and Wellness Practitioner	Level 7 Pre-JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>UNIT: FACILITIES AND RECORDS MANAGEMENT</b>	
<b>PURPOSE:</b> TO PROVIDE FACILITIES MANAGEMENT AND LOGISTICAL SERVICES	
<b>FUNCTIONS:</b> -The provision of facilities management services. -The provision of records management services.	
x Assistant Director	Level 9/10 Pre-JE

<b>SECTION: FACILITIES MANAGEMENT</b>	
<b>PURPOSE:</b> TO PROVIDE FACILITIES AND FLEET MANAGEMENT SERVICES.	
<b>FUNCTIONS:</b> - Provide conducive working environment services in terms of OHS Act. - Promote and facilitate the implementation of occupational health, safety and environmental management strategies and programmes. - Provide infrastructure maintenance services. - Provide transport management services. - Provide security services. - The provision of cleaning services.	
x Senior Administrative Officer x Transport Officer x Driver/Messenger x Supervisor: Cleaning Services x Handyman x Security Officer x Cleaner x Groundsman	Level 8 Pre-JE Level 7 Pre-JE Level 4 JE Level 4 JE Level 3 JE Level 3 JE Level 2 JE Level 2 JE

<b>SECTION: RECORDS MANAGEMENT</b>	
<b>PURPOSE:</b> TO PROVIDE RECORDS MANAGEMENT SERVICES.	
<b>FUNCTIONS:</b> -Provide archiving and records management services. -Render records filing and mail administration services. -Provide printing services.	
x Chief Registry Clerk (New Posts) x Registry Clerk (New Posts) x Photocopy Operator (New Posts)	Level 7 JE Level 5 JE Level 2 JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>DIVISION: FINANCIAL MANAGEMENT SERVICES</b>	
<b>PURPOSE:</b> TO MANAGE FINANCIAL SERVICES.	
<b>FUNCTIONS:</b> - Manage, facilitate and provide financial accounting services. - Manage, facilitate and provide management accounting services. - Provide supply chain and asset management services.	
x Deputy Principal x Secretary	Level 12 JE Level 5 JE

<b>UNIT: FINANCIAL ACCOUNTING</b>	
<b>PURPOSE:</b> TO MANAGE AND FACILITATE THE PROVISION OF FINANCIAL ACCOUNTING SERVICES.	
<b>FUNCTIONS:</b> - Develop and monitor the implementation of financial administration and accounting policies, systems and processes. - Provide salary administration services. - Provide expenditure and general payments services. - Provide cash and revenue management. - Provide asset liability and debt management services. - Provide bookkeeping and financial accounting services.	
x Assistant Director x Senior State Accountant x State Accountant x Financial Aid Officer x Finance Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 JE

<b>UNIT: MANAGEMENT ACCOUNTING</b>	
<b>PURPOSE:</b> TO PROVIDE MANAGEMENT ACCOUNTING.	
<b>FUNCTIONS:</b> - Develop financial management policies, processes and procedure. - Conduct financial planning. - Advise managers with regard to allocation, approval of budget and other budgetary matters. - Monitor and report on expenditure trends and compile financial statements.	
x Assistant Director x Senior State Accountant x State Accountant x Finance Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

<b>UNIT: SUPPLY CHAIN AND ASSET MANAGEMENT</b>	
<b>PURPOSE:</b> TO PROVIDE ASSET MANAGEMENT SERVICES.	
<b>FUNCTIONS:</b> - Develop and monitor the implementation of supply chain management internal policies, systems and processes. - Provide demands and acquisition of goods and services. - Provide stores services - Provide new asset administration services. - Provide current asset administration and disposal services.	
x Assistant Director x Senior Provisioning Officer x Provisioning Officer x Supply Chain and Asset Administration Clerk	Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

SECTION: INNOVATION AND DEVELOPMENT	
<p><b>PURPOSE:</b> TO PROVIDE INNOVATION AND DEVELOPMENT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Manage student registration processes.</li> <li>- Provide marketing and communication services.</li> <li>- Provide TVET management information system.</li> <li>- Initiate partnership and linkages with relevant sectors.</li> </ul>	<p>Level 12 JE Level 5 JE</p>
<p>1 x Deputy Principal 1 x Secretary</p>	

SECTION: REGISTRATION SERVICES	
<p><b>PURPOSE:</b> TO MANAGE STUDENT REGISTRATION SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide advice and guidance on the enrolment of students.</li> <li>- Validate the reliability of registration documentation.</li> <li>- Coordinate and manage bursary scheme.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE Level 8 Pre-JE Level 5 JE</p>
<p>x Assistant Director x Senior Registration Officer x Senior Bursary Officer x General Administration Clerk</p>	

SECTION: MARKETING AND COMMUNICATION	
<p><b>PURPOSE:</b> TO MANAGE MARKETING AND COMMUNICATION SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- The provision of internal and external communications services.</li> <li>- The provision of marketing services.</li> <li>- The provision of content management and media liaising services.</li> <li>- The provision of language management services in terms of the Language Act.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE Level 4 JE Level 4 JE</p>
<p>x Assistant Director x Snr Marketing and Communication Officer x Receptionist x Switchboard Operator</p>	

SECTION: TVET MANAGEMENT INFORMATION SYSTEM	
<p><b>PURPOSE:</b> TO MANAGE THE TVET MANAGEMENT INFORMATION SYSTEM.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide advice and guidance on TVETMIS management.</li> </ul>	<p>Level 9/10 Pre-JE Level 8 Pre-JE</p>
<p>x Assistant Director x Senior MIS Officer</p>	

SECTION: PARTNERSHIP AND LINKAGES	
<p><b>PURPOSE:</b> TO INITIATE PARTNERSHIP AND LINKAGES WITH THE RELEVANT SECTORS.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Facilitate partnerships between governments, public, private providers and relevant Councils and Statutory Bodies.</li> <li>- Establish and formalize partnerships and relationships in the TVET sector.</li> <li>- Initiate partnerships within the TVET sector.</li> <li>- Administer the work integrated learning (WIL) and job placement services.</li> </ul>	<p>Level 10 JE Level 7 Pre-JE Level 7-Pre-JE</p>
<p>x Assistant Director x Administrative Officer x Learnership/Placement Officer</p>	

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

<b>DIVISION: ACADEMIC SERVICES</b>
<p><b>PURPOSE:</b> TO PROVIDE ACADEMIC SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide curriculum implementation services for ministerial programmes.</li> <li>- Provide curriculum development and implementation services for occupational programmes.</li> <li>- Provide examination services.</li> <li>- Provide student support services.</li> <li>- Manage (insert campus name 1).</li> <li>- Manage (insert campus name 2).</li> <li>- Manage (insert campus name 3).</li> <li>- Manage (insert campus name 4).</li> </ul>
<p>Level 12 JE Level 5 JE</p>
<p>1 x Deputy Principal 1 x Secretary</p>

<b>SECTION: CURRICULUM IMPLEMENTATION (MINISTERIAL PROGRAMMES)</b>
<p><b>PURPOSE:</b> TO PROVIDE CURRICULUM IMPLEMENTATION SERVICES FOR MINISTERIAL PROGRAMMES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide curriculum improvement and implementation support for ministerial programmes.</li> <li>- Provide lecturer development and support.</li> </ul>
<p>Level 10 JE</p>
<p>x Assistant Director</p>

<b>INSERT CAMPUS NAME 1</b>
<b>See Page 8</b>

<b>SECTION: CURRICULUM DEVELOPMENT AND IMPLEMENTATION (OCCUPATIONAL PROGRAMMES)</b>
<p><b>PURPOSE:</b> TO PROVIDE CURRICULUM DEVELOPMENT AND IMPLEMENTATION SERVICES FOR OCCUPATIONAL PROGRAMMES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide curriculum improvement and implementation support for ministerial programmes</li> <li>- Coordinate occupational programmes.</li> <li>- Facilitate the accreditation for identified / new occupational programmes.</li> </ul>
<p>Level 10 JE</p>
<p>x Assistant Director</p>

<b>INSERT CAMPUS NAME 2</b>
<b>See Page 9</b>

<b>SECTION: EXAMINATIONS SERVICES</b>
<p><b>PURPOSE:</b> TO PROVIDE EXAMINATIONS SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide internal examination services.</li> <li>- Provide external examination services.</li> <li>- Provide marking and certification services.</li> </ul>
<p>Level 9/10 Pre-JE Level 8 Pre-JE</p>
<p>x Assistant Director x Senior Examination Officer</p>

<b>INSERT CAMPUS NAME 3</b>
<b>See Page 10</b>

<b>SUB-DIRECTORATE: STUDENT SUPPORT SERVICES</b>
<p><b>PURPOSE:</b> TO PROVIDE STUDENT SUPPORT SERVICES.</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>- Provide student academic support services.</li> <li>- Provide student counselling.</li> <li>- Provide sports, arts and culture.</li> <li>- Provide career guidance.</li> <li>- Mainstreaming of gender and disability within students.</li> <li>- Manage of student residence.</li> </ul>
<p>Level 9/10 Pre-JE Level 8 Pre-JE Level 7 Pre-JE Level 5 JE</p>
<p>x Assistant Director x Senior Student Support Officer x Sports, Arts and Culture Officer x General Administration Clerk</p>

<b>INSERT CAMPUS NAME 4</b>
<b>See Page 11</b>

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning in engineering studies.</li> <li>- The provision of teaching and learning in business studies.</li> <li>- The provision of teaching and learning in fundamental studies.</li> <li>- The provision of general administration support services.</li> <li>- The provision of academic and student administration support services.</li> </ul>	
	PL 5 Level 5 JE Level 9
x Campus Manager x Secretary x Head of Administration	

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> </ul>	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop.</li> </ul>	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of student general administration support.</li> <li>- The provision of resource centre.</li> <li>- The provision and management of residence.</li> <li>- The administration of student attendance and student financial support.</li> </ul>	
x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)	Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of human resource general administration.</li> <li>- The provision of financial services general administration.</li> <li>- The provision of information technology services.</li> <li>- The provision of facilities management and general maintenance.</li> <li>- The provisioning of cleaning services and security services (If not outsourced)</li> </ul>	
x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman	Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching, learning and training to learners.</li> <li>- The provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop and simulation.</li> </ul>	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning in engineering studies.</li> <li>- The provision of teaching and learning in business studies.</li> <li>- The provision of teaching and learning in fundamental studies.</li> <li>- The provision of general administration support services.</li> <li>- The provision of academic and student administration support services.</li> </ul>	
<ul style="list-style-type: none"> <li>x Campus Manager</li> <li>x Secretary</li> <li>x Head of Administration</li> </ul>	<ul style="list-style-type: none"> <li>PL 5</li> <li>Level 5 JE</li> <li>Level 9</li> </ul>

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching, learning and training to learners.</li> <li>- The provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop and simulation.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of teaching and learning to learners.</li> <li>- The ensuring the provision of teaching and learning academic material for the programme.</li> <li>- The provision of academic support to learners.</li> <li>- The management of workshop.</li> </ul>	
<ul style="list-style-type: none"> <li>x Head of Division</li> <li>x Senior Lecturer</li> <li>x Lecturer</li> </ul>	<ul style="list-style-type: none"> <li>PL 3</li> <li>PL 2</li> <li>PL 1</li> </ul>

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of student general administration support.</li> <li>- The provision of resource centre.</li> <li>- The provision and management of residence.</li> <li>- The administration of student attendance and student financial support.</li> </ul>	
<ul style="list-style-type: none"> <li>x Student Support (Liaison) Officer</li> <li>x Exam Officer</li> <li>x Librarian</li> <li>x Career Guidance Officer</li> <li>x Financial Aid (Bursary) Officer</li> <li>x Job Placement Officer</li> <li>x Data Capturer</li> <li>x Administrative Clerk (Exam/Bursary/Registration/SSS)</li> </ul>	<ul style="list-style-type: none"> <li>Level 7 Pre-JE</li> <li>Level 5 Pre-JE</li> <li>Level 5 JE</li> </ul>

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b>	
<ul style="list-style-type: none"> <li>- The provision of human resource general administration.</li> <li>- The provision of financial services general administration.</li> <li>- The provision of information technology services.</li> <li>- The provision of facilities management and general maintenance.</li> <li>- The provisioning of cleaning services and security services (if not outsourced)</li> </ul>	
<ul style="list-style-type: none"> <li>x Campus Administrator</li> <li>x Administrative Clerk: HR</li> <li>x Administrative Clerk: Finance</li> <li>x Supply Chain Admin Clerk</li> <li>x Receptionist</li> <li>x IT Technician</li> <li>x Driver/Messenger</li> <li>x Photocopy Operator</li> <li>x Supervisor: Cleaning Services</li> <li>x Handyman</li> <li>x Cleaners</li> <li>x Groundsman</li> </ul>	<ul style="list-style-type: none"> <li>Level 7 Pre-JE</li> <li>Level 5 JE</li> <li>Level 5 JE</li> <li>Level 5 JE</li> <li>Level 4 JE</li> <li>Level 7 Pre JE</li> <li>Level 4 JE</li> <li>Level 2 JE</li> <li>Level 4 JE</li> <li>Level 4 JE</li> <li>Level 3 JE</li> <li>Level 2 JE</li> <li>Level 2 JE</li> </ul>

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b> - The provision of teaching and learning in engineering studies. - The provision of teaching and learning in business studies. - The provision of teaching and learning in fundamental studies. - The provision of general administration support services. - The provision of academic and student administration support services.	
	PL 5 Level 5 JE Level 9
x Campus Manager x Secretary x Head of Administration	

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of student general administration support. - The provision of resource centre. - The provision and management of residence. - The administration of student attendance and student financial support.	
x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)	Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of human resource general administration. - The provision of financial services general administration. - The provision of information technology services. - The provision of facilities management and general maintenance. - The provisioning of cleaning services and security services (if not outsourced)	
x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman	Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b> - The provision of teaching, learning and training to learners. - The provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop and simulation.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b> - The provision of teaching and learning in engineering studies. - The provision of teaching and learning in business studies. - The provision of teaching and learning in fundamental studies. - The provision of general administration support services. - The provision of academic and student administration support services.	
x Campus Manager x Secretary x Head of Administration	PL 5 Level 5 JE Level 9

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of student general administration support. - The provision of resource centre. - The administration and management of residence. - The administration of student attendance and student financial support.	
x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)	Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of human resource general administration. - The provision of financial services general administration. - The provision of information technology services. - The provision of facilities management and general maintenance. - The provisioning of cleaning services and security services (If not outsourced)	
x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman	Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre-JE Level 4 JE Level 2 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b> - The provision of teaching, learning and training to learners. - The provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop and simulation.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME

<b>INSERT CAMPUS NAME</b>	
<b>PURPOSE:</b> TO MANAGE <b>INSERT CAMPUS NAME</b> .	
<b>FUNCTIONS:</b> - The provision of teaching and learning in engineering studies. - The provision of teaching and learning in business studies. - The provision of teaching and learning in fundamental studies. - The provision of general administration support services. - The provision of academic and student administration support services.	
	PL 5 Level 5 JE Level 9
x Campus Manager x Secretary x Head of Administration	

<b>DIVISION/FACULTY: ENGINEERING STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NATED).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION/FACULTY: BUSINESS STUDIES (NCV)</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN ENGINEERING STUDIES (NCV).	
<b>FUNCTIONS:</b> - The provision of teaching and learning to learners. - The ensuring the provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

<b>DIVISION: ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE ACADEMIC AND STUDENT ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of student general administration support. - The provision of resource centre. - The provision and management of residence. - The administration of student attendance and student financial support.	
x Student Support (Liaison) Officer x Exam Officer x Librarian x Career Guidance Officer x Financial Aid (Bursary) Officer x Job Placement Officer x Data Capturer x Administrative Clerk (Exam/Bursary/Registration/SSS)	Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 7 Pre-JE Level 5 Pre-JE Level 5 JE

<b>DIVISION: GENERAL ADMINISTRATION SUPPORT SERVICES</b>	
<b>PURPOSE:</b> TO PROVIDE GENERAL ADMINISTRATION SUPPORT SERVICES.	
<b>FUNCTIONS:</b> - The provision of human resource general administration. - The provision of financial services general administration. - The provision of information technology services. - The provision of facilities management and general maintenance. - The provisioning of cleaning services and security services (if not outsourced)	
x Campus Administrator x Administrative Clerk: HR x Administrative Clerk: Finance x Supply Chain Admin Clerk x Receptionist x IT Technician x Driver/Messenger x Photocopy Operator x Supervisor: Cleaning Services x Handyman x Cleaners x Groundsman	Level 7 Pre-JE Level 5 JE Level 5 JE Level 5 JE Level 4 JE Level 7 Pre JE Level 4 JE Level 2 JE Level 4 JE Level 3 JE Level 2 JE Level 2 JE

<b>DIVISION/FACULTY: FUNDAMENTAL STUDIES</b>	
<b>PURPOSE:</b> TO PROVIDE TEACHING AND LEARNING IN BUSINESS STUDIES	
<b>FUNCTIONS:</b> - The provision of teaching, learning and training to learners. - The provision of teaching and learning academic material for the programme. - The provision of academic support to learners. - The management of workshop and simulation.	
x Head of Division x Senior Lecturer x Lecturer	PL 3 PL 2 PL 1

Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

COLLEGE LOG

COLLEGE NAME



Principal Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**ANNEXURE E:  
PROCEDURE MANUAL FOR THE  
IMPLEMENTATION OF  
TVET POST PROVISIONING NORMS AND  
ORGANISATIONAL STRUCTURE**



**higher education  
& training**

**Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA**

**PROCEDURE MANUAL  
FOR THE IMPLEMENTATION  
OF THE TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING (TVET)  
COLLEGES POST PROVISIONING NORMS  
(PPN) MODEL AND ORGANISATIONAL  
STRUCTURE**

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## **I. ACRONYMS**

<b>DG</b>	<b>Director-General</b>
<b>DHET</b>	<b>Department of Higher Education and Training</b>
<b>ELRC</b>	<b>Education Labour Relations Council</b>
<b>FTE</b>	<b>Full Time Equivalent</b>
<b>GPSSBC</b>	<b>General Public Service Sector Bargaining Council</b>
<b>HRM &amp; A</b>	<b>Human Resource Management and Administration</b>
<b>HRM &amp; D</b>	<b>Human Resource Management and Development</b>
<b>LIFO</b>	<b>Last In-First Out</b>
<b>NAPTOSA</b>	<b>National Professional Teachers' Organisation of South Africa</b>
<b>NEHAWU</b>	<b>National Education, Health and Allied Workers' Union</b>
<b>PPN</b>	<b>Post Provisioning Norms</b>
<b>PSA</b>	<b>Public Servants Association of South Africa</b>
<b>PSA</b>	<b>Public Service Act</b>
<b>PSCBC</b>	<b>Public Service Coordinating Bargaining Council</b>
<b>SADTU</b>	<b>South African Democratic Teachers Union</b>
<b>SMS</b>	<b>Senior Management Service</b>
<b>TVET</b>	<b>Technical and Vocational Education and Training</b>

## II. GLOSSARY OF TERMS

<b>Current or Existing Post</b>	A post (vacant or filled) existing and funded by the Ministerial budget on the date immediately before the date of implementation of the new structure.
<b>Delegated Authority</b>	Means the employee in the Department to whom power has been delegated.
<b>Department</b>	Department of Higher Education and Training
<b>Employee</b>	This refers to all individuals employed by the college on PERSAL or college payroll.
<b>Financial Year</b>	Means a period starting on 1 April of a calendar year and ending on 31 March of the next year.
<b>Ministerial Approved Programmes</b>	Report 191 and NC(V) courses as at date of implementation
<b>MTEF</b>	Medium Term Expenditure Framework
<b>Standardised Organisational Structure</b>	Approved TVET college structure

## **1. PURPOSE**

The purpose of this manual is to outline the procedures to be followed in implementing the approved PPN Model allocation and standardised organizational structure for public TVET colleges within DHET.

## **2. SCOPE**

The scope of this procedure manual includes employees currently appointed at the TVET colleges nationally and who are delivering and/or supporting Ministerial programmes within their colleges.

## **3. STRUCTURES**

### **3.1. PPN COLLEGE IMPLEMENTATION COMMITTEE (CIC)**

To ensure fairness and transparency of the implementation of the PPN allocations and standardised structure, all colleges are required to establish a PPN Implementation Committee consisting of key stakeholders as outlined in the Terms of Reference in **Annexure A**.

### **3.2. PPN REGIONAL OVERSIGHT COMMITTEE (ROC)**

To ensure oversight and monitoring of the full PPN Implementation at regional level in line with the PPN Management Plan, as well as manage any potential redeployment needs on a regional level, a Regional Oversight Committee must be constituted as outlined in the Terms of Reference in **Annexure B**.

## **4. APPROACH**

**4.1.** The implementation of the PPN Model and college structure in TVET colleges shall be driven by the College PPN Implementation Committee in each college in a phased approach over a three (3) -year period as outlined in the PPN Implementation Management Plan (**Annexure C**).

**4.2. The phased approach for the implementation shall be managed as follows:**

**(a) Phase 1 (year 1): Matching and Placement**

- ✓ Matching and Placement of all employees against the standardized college structure and in line with the college allocation.

**(b) Phase 2 (year 1): Migration**

- ✓ Migration of identified employees from the college to PERSAL payroll shall be done in line with the model allocations and college structure.
- ✓ Recruitment of currently existing vacant funded posts may also be considered during this phase depending on the availability of funds.

**(c) Phase 3 (year 2): Recruitment**

- ✓ Recruitment of critical posts which relates to new or existing critical posts shall be done in line with model allocations and college structure.
- ✓ Migration from college to PERSAL payroll where vacancies exists on the PERSAL system that can accommodate the functions performed by employees on the college payroll who were identified in Year 1 as unmatched.

**(d) Phase 4 (year 3): Recruitment**

- ✓ Recruitment of remaining allocated posts to ensure full implementation in line with model allocations and college structure.
- ✓ Migration from college to PERSAL payroll where vacancies exists on the PERSAL system that can accommodate the functions performed by employees on the college payroll who were identified in Year 1 as unmatched.

## **5. FLEXIBILITY WITHIN THE PPN MODEL ALLOCATION AND STANDARDISED STRUCTURE**

### **5.1. PPN MODEL ALLOCATION**

- a) Colleges have the flexibility to decide how they distribute the allocated posts across central office and campuses provided they remain within the number of allocated posts and the associated compensation budget.
- b) Colleges must ensure that all functions allocated for within the structure are performed and not in any way compromised.
- c) Where a college wishes to exchange support posts for academic posts, a submission motivating the case for the exchange must be made to the PPN Task Team for approval before any changes can be effected.
- d) Should the college have existing posts on the college or PERSAL payroll that may not be identified in the standardized structure but they have available allocations to cater for this post(s) at the required salary level, the college may match and place the existing incumbent into the available allocated post(s). The college must ensure that the job profile related to this post is provided to the PPN Technical Workgroup.
- e) The final allocated posts will become the colleges standardized structure, which can only then be amended via submission motivating for changes to the OD team, which must be approved by the Director-General.

### **5.2. FINAL STANDARDISED STRUCTURE**

- a) Colleges must ensure that all functions allocated for within the structure are performed and not in any way compromised.

- b) The college has the flexibility to determine their final structure which will be suitable to the college's operational requirements and enable the college to meet its strategic objectives.
- c) The college will determine how to design sections and unit in terms of which functions are to be moved, combined, or separated as follows:
  - i. Where a college wishes to move functions between DPs, a submission motivating the case for these movements must be made to the PPN Task Team for approval before any changes can be made.
  - ii. Where functions have been combined, the structure should also be corrected e.g. if the college combines the functions for HRM&D unit and Labour Relations unit then the college will only have one unit with all the HRM&D and Labour Relations functions headed by one Assistant Director with its supporting posts and the other box indicated on the standardized structure will be deleted.
  - iii. Where functions are separated, the structure should also be corrected as such, for example if the college has the available posts and wishes to separate the functions for Internal Audit and Quality Assurance to be two units then the college will have to add another box to the standardized structure to have two units, one for Internal Audit and the other for Quality Assurance. In this case, both units will be headed by Assistant Directors with their respective support posts.
- d) The final allocated posts will become the colleges standardized structure, which can only then be amended via submission motivating for changes to the OD team, which must be approved by the Director-General.

## **6. PPN IMPLEMENTATION STEPS**

### **6.1. STEP 1: PPN MODEL ALLOCATION AND COLLEGE STRUCTURE**

- 6.1.1. Firstly, the college determines which standardised college structure they will adopt and implement as a college i.e. either the one with Deputy Principal:

Registration Services OR with the Deputy Principal: Innovation and Development.

- 6.1.2. The PPN Model allocation will provide the total number of posts per college for both academic and support services as well as central office and campuses.
- 6.1.3. Using the posts allocation determined by the PPN Model, the college allocates and distributes posts on their chosen standardised college structure, ensuring that all functions are covered within the post allocation for the college.
- 6.1.4. All the support posts allocated should be distributed in Central Office and campuses.
- 6.1.5. All academic/lecturing posts allocated must be distributed amongst campuses only taking into consideration the number of Full Time Equivalent (FTEs) students in each campus and programmes offered within each campus.
- 6.1.6. The college may determine their final structure which will be suitable to the college's operational requirements and enable the college to meet its strategic objective. The college will determine how to design sections and units in terms of which functions are combining or separating.
- 6.1.7. The college may determine how they distribute the total number of posts as allocated by the PPN Model within their final functional structure to suit the college's operational requirements. In this instance, the college will insert the job title/s allocated in each box indicating the number of post(s) next to each job title on the college structure, for example, 3 x Finance Clerk. The college must ensure that the total number of posts distributed within the college structure are in line with the total number of posts as allocated by the PPN Model per salary level.
- 6.1.8. The final college structure must be designed in line with the college PPN Model allocations, be consulted and agreed by all parties via the work of the College Implementation Committee and signed by the Principal following discussion with the college Council.

## **6.2. STEP 2: MATCHING AND PLACEMENT**

### **6.2.1. PRINCIPLES**

The following principles must be applied in matching and placing existing college employees to the new college structure and in line with the posts allocated by the PPN Model:

- 6.2.1.1. Only employees offering and/or supporting Ministerial approved programmes will be placed on the new standardised Ministerial college structure.
- 6.2.1.2. Only employees who offer and/or support Ministerial programmes will be identified for migration from the College Council payroll to PERSAL in line with the PPN allocation for each college.
- 6.2.1.3. Employees only offering and/or supporting Non-Ministerial (occupational/skills) programmes cannot be placed on the standardised Ministerial college structure until those programme(s) are declared Ministerial.
- 6.2.1.4. An open and transparent procedure should be followed during which all employees are kept fully informed of what is happening and why.
- 6.2.1.5. Employees of the college are treated fairly during the PPN implementation process.
- 6.2.1.6. Relevant legislations are adhered to during the process of implementing the PPN Model and standardised college structure.
- 6.2.1.7. All avenues are explored, as far as possible, to ensure the continued employment of employees in their respective colleges.
- 6.2.1.8. No employee shall lose his or her employment, disadvantaged or unfairly prejudiced in any way as a result of implementing the PPN Model.

6.2.1.9. Apply fair procedures that are legislatively compliant, non-disruptive of service delivery, which minimise unfair labour practices and disputes.

6.2.1.10. The process should encourage a high level of employee involvement and promote employee participation.

## 6.2.2. GUIDELINES

6.2.2.1. The PPN College Implementation Committee will select the most suitable employee for the relevant post based on the following criteria:

### a) 1<sup>st</sup> Criterion: Following of functions

The principle that employees follows functions based on validated job content shall be the first determining factor for which post the employee should be placed. This can be determined based on a job weight where at least 80% and more functions of the employee in his/her existing post remains the same or similar. However, where the employee does not meet this criterion, such an employee cannot be placed against the post.

### b) 2<sup>nd</sup> Criterion: Matching the skill with the right position

The principle of matching the skills with the right position where applicable should be considered as the second determining factor; where knowledge, skills, qualifications, and experience will be considered. However, where the employee may not meet all the requirements of the preferred or potentially matched posts, the employee can be placed against the post and the college should initiate the training and development required for the job to ensure that the principle of matching the skills with the right position is implemented.

c) 3<sup>rd</sup> Criterion: Performance Assessment

The most recent performance assessments of the employee should also be checked to ensure that the employee could perform effectively on the post. However, where the employee may not perform effectively the employee can be placed against the post and the college must develop a performance improvement plan to manage the employee's performance.

d) 4<sup>th</sup> Criterion: Equal Employees Competency

In instances where two or more individuals compete equally for the same position in terms of the skills required to perform the job, the past record of performance, as well as the "LIFO" principle shall be applied.

6.2.2.2. Matching and placement of employees to available posts will be done on the basis that the incumbent performs *same/similar functions* as per the post on the new organizational structure, irrespective of the incumbent's salary level. However, the incumbent will retain his or her current salary level and conditions of service as there will be no automatic upgrades to higher-level posts during the matching and placement process.

6.2.2.3. Ideally matching and placement should only take place against a post of the same salary level as the current post an employee occupies in the college. Due to the current inconsistency in grading of post(s) across the colleges, where the incumbent performs *same/similar functions* as per the post on the new structure but the salary level differs either higher or lower, the reasons for the difference should be established and the grading process should be followed in line with the Regulations 43 to 46 of the Public Service

Regulations, 2016. This is because the Salary Level (SL) of a post is determined by the job evaluation process in line with Public Service prescripts, and the Post Level (PL) is determined through the Occupational Specific Dispensation (OSD) process.

- 6.2.2.4. Where all employees are matched and placed within the structure, the normal recruitment and selection process should be followed in line with the Departmental policy for new posts provided by the college structure.
- 6.2.2.5. Where newly created posts have the effect of dividing the functions or key responsibility areas of an existing post into two or more new posts on the same level as the existing post, the incumbent of the existing post should be placed into one of the new posts.
- 6.2.2.6. The employee should be consulted and should as far as possible, be placed into the post of his or her choice, but the PPN College Implementation Committee will take the final decision on which post the employee should be absorbed into, taking into consideration (in no particular order) the college's operational requirements; the public interest; the functions/key responsibility areas of the employee's existing post compared to the functions/key responsibility areas of the new posts; the employee's skills and area of expertise; the employee's most recent performance assessment, as well as the employee's own preference.
- 6.2.2.7. In a case where employees performing the same functions could not all be accommodated on the new college structure in line with the PPN Model posts allocation, the following measures shall be applied by the PPN College Implementation Committee to determine which employee member could be placed first:
  - a) The PPN Implementation Committee should select the most suitable employee for the relevant post based on the job content, knowledge, skills, qualifications, and most recent performance assessments.

- b) In addition to the above, the PPN Implementation Committee should also select the most suitable employee to be placed first for the relevant post on the basis of the experience required to perform the job, the number of years in service in the existing post, at least 2 years record of satisfactory performance assessment, and the "LIFO" principle shall be applied if required.

**6.2.2.8.** Where the implementation of the new structure results in a position where the functions of two or more posts are combined into one post on the same level as the current posts, one of the current incumbents of the existing posts will be placed in the new post. The most suitable candidate should be selected based on the following criteria:

- a) The employee whose current post is most similar to the new post should be placed in the new post.
- b) If all the existing posts are similar to the new post, the employee to be placed in the new post will be selected by a PPN College Implementation Committee. The committee should select the most suitable employee for the relevant post based on the job weight, where at least 80% and more functions of the employee in his/her existing post remains the same or similar. In addition, the placement should be informed by the knowledge, skills, qualifications, most recent performance assessments and number of years' service of the employee in the existing post.
- c) If two candidates meet the criteria equally then the LIFO principle should apply.

**6.2.2.9.** In cases where an employee is appointed in terms of the Employment of Educators Act and performing support roles that are matched and placed against posts created and graded as a Public Service Act (PSA) post in the new college structure, the employee will be given an opportunity to exercise his/her preference to either:

- a) be placed in the PSA post retaining existing conditions of service except for the academic leave cycle which will be amended to a normal leave cycle of either 22- or 30-days annual leave, depending on years' service. This employee will no longer be entitled to academic leave but will have to request annual leave from leave provided on an annual basis. It must also be noted that once the employee vacates the post in question, that the post shall revert to PSA post with full PSA conditions of service, and be advertised as such.
- b) The said employee as per (a) above will also be expected to be assessed in line with PMDS and not IQMS, as outlined in PMDS Circular 4 of 2018.
- c) be formally translated into the role they are performing with the PSA conditions of service.
- d) be placed in academic post(s) to retain all the EEA conditions of service.
- e) Where the affected employee does not meet the requirements of an available academic post, he/she shall be provided with three months' written notice of the translation to PSA conditions of service.

*NB: In all of the above cases, the option selected by the affected employee must be documented as being acknowledged and clear, with a signature and date of the employee and Principal being applied to the document which should then be issued via email to the PPN Technical Workgroup.*

6.2.2.10. Employees in acting positions should be matched and placed in line with their substantive post and not acting post, e.g. if an employee is acting as PL2 but employed as PL1, they will be placed on PL1 because it is their substantive post.

6.2.2.11. Employees should be placed in posts corresponding with their current substantive post that they are appointed at. Where

employees were seconded or requested to perform different functions on a different level to their substantive posts as a result of internal college or campus arrangements without following due process or obtaining formal approval for rank translation, the employee should be matched and placed against the substantive post level only. For example, a General Worker on SL2 currently performing as a Driver on SL4 should be matched and placed as a General Worker on SL2.

### **6.2.3. PROCESS**

- 6.2.3.1. Using the applicable matching and placement spreadsheet provided for the chosen college structure, populate the number of posts per job title and salary level in line with the total number of posts as allocated on the college structure. The post(s) information in the spreadsheet should be the same as per the allocation of posts within the chosen college structure.
- 6.2.3.2. Classify posts by comparing each post on the new standardised college structure against the post(s) that currently exist in the college. The following definitions shall be used to classify posts.
  - a) **Old post:** this refers to post(s) that previously existed on the old college structure where the job content has not changed. The post holder shall be matched to the post in the new standardized college structure.
  - b) **Changed post:** this refers to post(s) where the job content has changed due to added or separated functions without necessarily changing the context or purpose of the job. The current post holder shall be given preference and shall be matched to the post in question.

- c) **New post:** this refers to post(s) where job content that did not exist in the old college structure. Such posts shall be filled through the normal recruitment and selection processes.
- 6.2.3.3. Populate each incumbent's information against the post that they are matched and placed at, utilizing the matching and placement spreadsheet for both the Central Office and each of the college's campuses or site. If more than one post with the same job title and salary level is allocated, then each post should be listed on a separate row with each incumbent's information or indicating whether it is vacant. Capture any other additional information that may assist the College Implementation Committee under the comments column.
- 6.2.3.4. The college shall make a final consultation with all employees in writing of the proposed placement (including details pertaining to the new job, division, central office or campus and effective date).
- 6.2.3.5. The employee must within the period stipulated in the notice, indicate in writing either willingness to accept the placement or object there to.
- 6.2.3.6. In the case of an objection to the proposed placement or any aspect thereof, the employee may inform the PPN College Implementation Committee in writing and provide the reasons for such objection.
- 6.2.3.7. If the employee accepts the proposed placement, the matter shall be submitted for a final decision.
- 6.2.3.8. The final signed matching and placement spreadsheet and relevant/supporting documents shall be submitted to the PPN Task Team for further implementation.
- 6.2.3.9. If there are employees who remain unmatched at the end of the matching and placement process outlined above, they should be captured on the unmatched spreadsheet as outlined under clause 6.2.3.

### 6.3. STEP 3: UNMATCHED EMPLOYEES

6.3.1. Capture all the employees which could not be matched and placed against the allocated posts in the “unmatched employees” spreadsheet. This might be because of the following reasons/examples:

- a) Where a number of employees to be placed exceed the number of available posts as allocated by the PPN Model, e.g. the model allocated 20 posts on salary level 2-4 while the college has 25 employees appointed on salary level 2-4; this implies that 5 employees on salary level 2-4 will be additional to the model and can therefore not be placed on the Ministerial structure. In an instance where the college cannot retain these employees on the college payroll, they may be considered for redeployment. *NB: This will apply only to employees providing or supporting Ministerial programmes.*
- b) Function(s) and post(s) not currently covered and allocated for by the proposed structure and the PPN Model, for e.g. residences, security etc.
- c) Other reasons which the college will provide.

6.3.2. The following steps should be followed to accommodate unmatched employees.

- a) Closed Vacancy List

Employees will in the first instance and as far as possible, be matched and placed in the posts on the college structure in line with the PERSAL allocation of the college. Where this is not possible, a closed vacancy list process will be undertaken as required at college level, to enable potential placement of unmatched employees to new posts on the structure. Closed vacancy lists should be utilized on the understanding that it

provides an opportunity for all existing employees to be accommodated within the new structure and the allocated posts.

**b) College Payroll**

Employees who could not be accommodated on PERSAL in line with a college's allocation, standardised structure and via the closed vacancy list indicated in (a) above, should then be accommodated on the college payroll subject to the availability of funding.

**NB:** It must be noted that where existing employees on the PERSAL system are offering or supporting delivery of occupational programmes and therefore occupying posts for Ministerial employees on PERSAL, the college should then cater for the costs of "unmatched employees" in line with the costs being taken up by the posts used for occupational programmes on the PERSAL System to ensure placement of unmatched Ministerial employees, e.g. If there are currently 5 employees in PL1 posts on PERSAL linked to occupational programmes, then the funds allocated to these posts must be catered for on the college payroll for the employees mismatched on the Ministerial Structure until these employees are able to be successfully appointed on the PERSAL system.

**c) Redeployment**

Only employees who could not be accommodated through the processes mentioned in (a) and (b) above, will be considered for redeployment to other colleges within the region.

**6.3.3.** All recruitment and selection processes shall be undertaken in line with Departmental policies and delegations.

#### **6.4. STEP 4: NEW REMAINING VACANT POSTS**

6.4.1. After all employees are matched and placed within the new college structure, the normal recruitment and selection process will be followed in line with the Departmental policy for filling of the remaining/new posts on the college structure in line with the PPN Model allocation. The remaining new posts approved as part of the new structure will be dealt with as follows:

- a) Colleges will have to prioritise the filling of the new remaining and/or critical vacant posts over the three-year phased in period and submit the list for recruitment during each financial year to the PPN Task Team as outlined in the PPN Management Implementation Plan.
- b) The Directorate: Human Resource Management and Administration will only create posts on PERSAL which will be funded within that financial year in line with the priority list submitted by the college and approved funding by the Chief Directorate: TVET Institutional Funding.

#### **7. MIGRATION FROM COLLEGE TO PERSAL PAYROLL**

The following processes and steps must be undertaken to ensure movement of college paid employees to the PERSAL payroll. No employee migration should be undertaken unless all required information is made available as outlined below.

##### **7.1. VERIFICATION**

7.1.1. Once the information on all employees has been signed off by the college Principal, HRMA will provide each college with a 'Matching and Placement Verification Control Sheet', which will initiate the physical verification process and will be populated with personal information of each employee member.

- 7.1.2. All employees are to confirm their physical verification by signing off, on the 'College 'Matching and Placement Verification Control Sheet' their receipt of the 'Employee information update form'. This is to be co-ordinated and managed by the college HR Department.
- 7.1.3. The completed and signed 'Employees information update form' along with required copies of documentation requested is to be returned to the college HR Department within 10 days of receipt and signed back into the college HR Department using the 'College Verification Control Sheet'.
- 7.1.4. All completed forms including any copies of required documentation are to be signed off by the college HR Department and sent to the HRMA Unit with the signed copies of the 'College Verification Control Sheet'.
- 7.1.5. HRMA will then consolidate data initially provided against the physical verification information to confirm all the employees who will migrate to the PERSAL system.

## **7.2. CONFIRMATION**

- 7.2.1. On completion of the verification process outlined in 7.1. above, all verified employees will receive a 'Migration Letter', confirming eligibility to migrate, outlining the rights of the employee related to migration and including application forms for state benefits as well as a 'preference form'.
- 7.2.2. The start date for all employees is to be confirmed and verified. This relates to the start date on the initial date of uninterrupted service in the employ of the college.

- 7.2.3. All PERSAL permanent employees are to be identified as eligible for placement to the standardised college structure.
- 7.2.4. All college paid permanent employees related to Ministerial approved programmes are to be identified as eligible for placement and migration to the standardised college structure for Ministerial posts in line with the allocated posts provided.
- 7.2.5. The Nature of Appointment of migrated employees shall not change when they migrate from the college to the PERSAL payroll (e.g. employees currently appointed on contract, will be migrated as contract). Employees will **not** automatically become permanent on migration from the college payroll to PERSAL payroll via the PPN Implementation process.

## **8. REDEPLOYMENT**

### **8.1. GENERAL RULES**

The following must be applied when considering whether redeployment will be required:

- 8.1.1. Redeployment shall only apply to employees offering/supporting Ministerial programmes.
- 8.1.2. Redeployment will only be considered for the following categories of employees during Year 1 of the PPN Implementation period:
- a) Employees offering/supporting Ministerial programmes but could not be accommodated on the PERSAL payroll in line with the standardised structure and post allocation of the college and therefore remain on the college payroll (unmatched employees).
  - b) Employees offering/supporting Ministerial programmes but cannot be accommodated on the college payroll because of

limited funding being available. The college in this case must provide concrete evidence of lack of funding for these employees going forward.

- 8.1.3. The redeployment of employees is reserved as a last option to accommodate existing unmatched employees in the college.
- 8.1.4. All employees affected by the redeployment process must be treated fairly and in terms of the relevant legislation and applicable directives.
- 8.1.5. Affected employees must be informed of the process to be followed in attempting to suitably accommodate them.
- 8.1.6. There will be no employee transfers from one college to another during Year 1 of the PPN implementation period. Thereafter, normal transfer processes will apply.
- 8.1.7. The College Implementation Committee and/or Regional Oversight Committee must duly consider the representations made by the employee or his or her representative before making a final decision regarding redeployment.

## **8.2. PROCESS**

- 8.2.1. Matching and placement shall in the first instance, take place within the college the employee is currently employed in.
- 8.2.2. The competencies, skills, personal and career expectations of each employee, as well as the needs of the colleges, will be considered to ensure that employees are suitably placed. Employees shall when necessary, be redeployed to other posts within the region in accordance with the relevant prescripts.
- 8.2.3. The redeployment to an alternative college will not interrupt an employee's continuity of service and an employee's contract of employment continues un-affected.
- 8.2.4. Employees to be redeployed are free to apply for higher graded posts that are advertised. The normal recruitment processes in accordance

with the regulations and Departmental policies and delegations will apply.

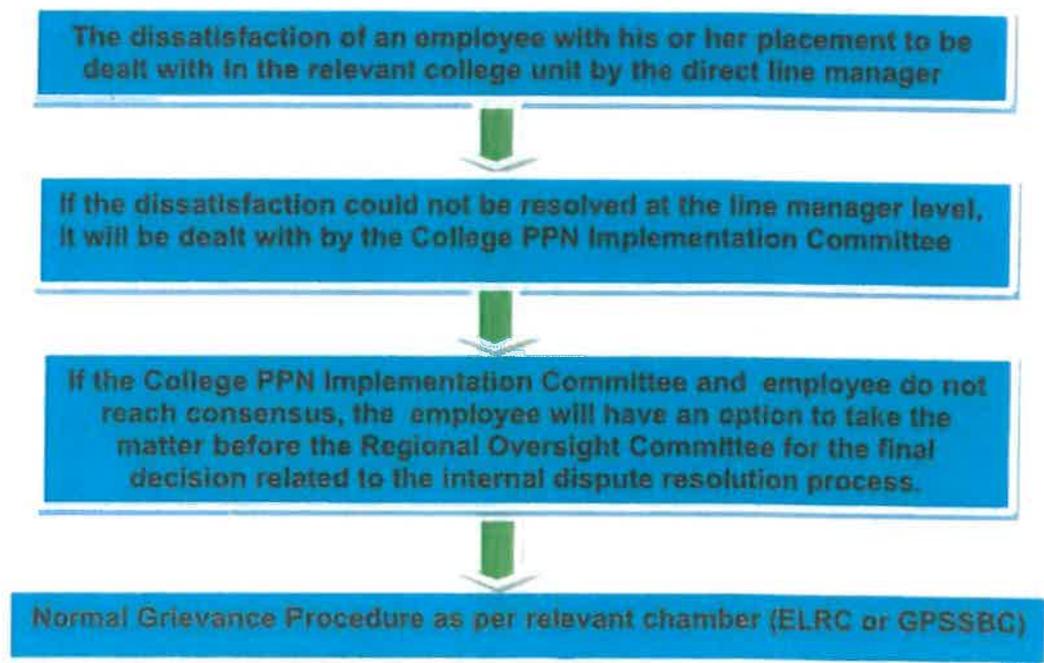
- 8.2.5. The principles of Employment Equity will NOT APPLY in deciding which employees must be placed in defined posts to which their competency profiles correspond or posts which they are currently occupying and/or performing in. For example, an employee with a disability (classified as designated group) shall NOT be placed ahead of an employee from a non-designated group, e.g. white male who is performing a function that has been matched on the standardised college structure. The white male shall be matched and placed first by virtue of them performing the function.
- 8.2.6. All performance assessments (quarterly and annual) must be finalised by the supervisor in the respective college units before the employee may be redeployed to another college.
- 8.2.7. If an employee identified for redeployment is subject to any disciplinary processes, the case must be finalized by existing college before the employee is redeployed.
- 8.2.8. A list of employees for redeployment must be provided by the College Implementation Committee to the Regional Oversight Committee with the following information:
  - a) Name of the employees and other relevant personal details
  - b) Level and occupational classification
  - c) Educational qualifications and or experience
  - d) Short courses and/or capacity development exercises
  - e) Other relevant skills and competencies
  - f) Written preferences with regard redeployment
  - g) Education and training needs

### **8.3. DECISION**

- 8.3.1. The Regional Oversight Committee will receive redeployment requests from all colleges within the region.
- 8.3.2. The committee should consider the submissions and obtain proof of the following from the college(s) requesting redeployment:
  - a) Proof that the college could not accommodate the employee on PERSAL in line with their allocation.
  - b) Proof that the college lacks the requisite funding to accommodate the employee on their college payroll.
  - c) Proof that the employee possesses the requisite skills to be placed in the same post in another college that can accommodate them.
- 8.3.3. The Regional Oversight Committee will consider the feasibility of the redeployment, including the cost implications if any, motivate and recommend in writing, and submit to the PPN Task Team for final consideration in respect of all posts at levels 1 to 12 of the standardised college structure.
- 8.3.4. The PPN Task Team shall make a final recommendation to the delegated official regarding the redeployment requests.
- 8.3.5. The redeployment shall then be processed in line with the relevant Departmental policy and delegations.
- 8.3.6. The HRMA Directorate will inform the Regional Oversight Committee of the final decision and outcome of the process, who will then notify the College Implementation Committee, in writing, of the decision and any reasons for that decision.
- 8.3.7. The College Implementation Committee must advise the employee of the outcome of the redeployment request.
- 8.3.8. Where an employee objects to any aspect of his or her placement, the employee must be advised of the relevant dispute procedures to be followed.

## 9. DISPUTE RESOLUTION

- 9.1. Disputes related to the new structure should be referred in the first instance to the line manager of the incumbent with the dispute.
- 9.2. If the matter remains unresolved it should be referred to the College Implementation Committee for review and decision making / resolution.
- 9.3. If the employee is still not satisfied with the response of the College Implementation Committee the matter must be heard by the Regional Oversight Committee for resolution.
- 9.4. The College PPN Implementation Committee and Regional Oversight Committee, should strive to ensure that all disputed cases regarding the placements of employees, are resolved within reasonable time to avoid grievances
- 9.5. Should the employee still not be satisfied with the outcome of the Regional Oversight Committee's decision, which is the final leg of the internal dispute resolution process, this matter shall be taken to the relevant bargaining chamber as the final stage in the process.
- 9.6. **The Flow Chart below indicates the process to be followed in a case of a disagreement/ dissatisfaction in the placement process**



## 10. REVIEW OF THE MANUAL

The procedure manual should be reviewed every three years in line with the review of the PPN Model allocation and Medium-Term Expenditure Framework (MTEF) period.

## 11. APPROVAL

Signed at Pretoria on this 09 day of November 2020.



**Mr GF Qonde**

**Director-General: Higher Education and Training**

**Date:** 09/11/2020

## **ANNEXURE A - TERMS OF REFERENCE FOR THE POST PROVISIONING NORMS (PPN) COLLEGE IMPLEMENTATION COMMITTEE (CIC)**



### **TERMS OF REFERENCE FOR THE POST PROVISIONING NORMS (PPN) COLLEGE IMPLEMENTATION COMMITTEE (CIC)**

#### **1. INTRODUCTION**

- a) The purpose of the PPN College Implementation Committee (CIC) is to ensure fairness and transparency of the overall effective roll out of the PPN Model and standardized structure.
- b) This committee will consist of key stakeholders at college level who should assist in facilitating the placement for employees in Technical and Vocational Education and Training (TVET) colleges on the standardized structure, ensuring alignment with the college allocation.

#### **2. COMPOSITION**

The PPN College Implementation Committee (CIC) shall be constituted as follows:

- Principal – Chairperson
- Deputy Principal: Corporate Services – Deputy Chairperson
- Human Resources Manager - Secretariat
- All Deputy Principals
- All Campus Managers
- Labour Relations Manager or Officer (where applicable)
- College Council Chairperson and/or HR Sub-Committee Chairperson

- Two representatives from each of the recognised labour unions who are part of the National PPN Task Team, representing the interests of lecturing and support employees. Nationally recognised unions include National Education, Health and Allied Workers' Union (NEHAWU), National Professional Teachers' Organisation of South Africa (NAPTOSA), Public Servants Association of South Africa (PSA) and South African Democratic Teachers Union (SADTU).

### **3. ROLE OF THE CHAIRPERSON & DEPUTY CHAIRPERSON**

The college Principal shall be the Chairperson with the Deputy Principal: Corporate Services being the nominated Deputy Chairperson of the committee, in the absence of the Chairperson. The roles or functions of the Chairperson and/or Deputy Chairperson are as follows:

- a) Facilitate the setting up of meetings.
- c) Determine suitable meeting dates, agenda and ensure communication of this to all the committee members through the designated secretariat.
- d) Lead the committee by facilitating discussion regarding all implementation issues, including the consultation, and matching and placement of employees, budget finalization, dispute resolution and redeployment matters (where applicable). Ensure that all college employees are kept fully briefed, informed, and have a clear understanding of the PPN Implementation process at all times.
- e) Circulate the minutes of the committee's meetings to all members by no later than 5 working days after each meeting of the committee, unless otherwise agreed.
- f) Report to the Regional Oversight Committee on the progress of PPN Implementation at college level, as well as any potential redeployment needs.

- g) Adhere to and provide input related to the PPN Task Team reporting requirements on all PPN implementation matters.

#### **4. ROLE OF THE SECRETARIAT**

The Human Resources Manager shall be the Secretariat of the committee. The roles or functions of the Secretariat are as follows:

- a) Organize meetings and ensure completion of attendance registers at all times.
- b) Serve as a scribe of the meeting, ensuring a full set of minutes is available for all meetings.
- c) Safe keep records of all meetings.
- d) Address any HR related matters relevant to the implementation process as required.

#### **5. ROLE OF THE COMMITTEE MEMBERS**

The roles or functions of all the College Implementation Committee Members are as follows:

- a) Work collaboratively to ensure fairness and transparency of the matching and placement of college employees to the new standardized structure, in line with PPN Model post allocation for the college.
- b) Oversee the process of placing the current employees into the new posts on the approved standardised college structure and make the final recommendations to the delegated official for approval. The final approval for placement of employees, will be done in line with Departmental delegations for appointments.
- c) Ensure that all college employees are kept fully briefed, always informed, and have a clear understanding of the PPN Implementation process.

- d) Ensure that the implementation process is done in line with the PPN Policy and Procedure Manual.
- e) Ensure compliance with the relevant legislation and Departmental policies during the implementation process.
- f) Ensure non-disruption of service delivery and minimise unfair labour practices and disputes which might arise from the PPN implementation process.
- g) Ensure that all relevant documents/information are submitted to the PPN Task Team before the due date.
- h) Report to the Regional Oversight Committee on the progress of PPN Implementation at college level, as well as any potential redeployment needs.
- i) Adhere to and provide input related to the PPN Task Team reporting requirements on all PPN implementation matters.

## **6. MEETINGS AND PROCEEDINGS OF THE COMMITTEE**

- a) The committee shall meet initially on at least a monthly basis until November 2020. Thereafter meetings shall occur as and when agreed to, and at such other times that the Chairperson deems it necessary.
- b) The quorum requirements for the committee shall be 60% of members. A duly convened meeting of the committee shall be deemed necessary to pass decisions.

## **7. DECLARATION OF CONFIDENTIALITY AND INTERESTS**

- a) All members of the committee shall declare all interests and sign confidentiality statements to ensuring their commitment that all PPN implementation processes are concluded with integrity, fairness and

transparency which will be communicated in a mutually agreeable manner by the committee.

- b) No member of the committee shall disclose matters discussed and agreed on as confidential with parties outside of the committee or meetings.
- c) No committee member may use the position, privilege or confidential information obtained as a member, for private gain or to improperly benefit any other person.



**Mr GF Qonde**

**Director-General: Higher Education and Training**

**Date:** 09/11/2020

## **ANNEXURE B - TERMS OF REFERENCE FOR THE POST PROVISIONING NORMS (PPN) REGIONAL OVERSIGHT COMMITTEE (ROC)**



### **TERMS OF REFERENCE FOR THE POST PROVISIONING NORMS (PPN) REGIONAL OVERSIGHT COMMITTEE (ROC)**

#### **1. INTRODUCTION**

- a) The Terms of Reference defines the role of the PPN Regional Oversight Committee as well as the way the committee shall operate.
- b) The PPN Regional Oversight Committee is tasked to oversee the progress related to the full implementation of PPN in all TVET colleges in line with the PPN Implementation Management Plan, as well as identify, facilitate and monitor all redeployments where required within its region.

#### **2. COMPOSITION OF THE PPN REGIONAL OVERSIGHT COMMITTEE (PPNROC)**

The committee will be comprised as follows:

- a) **Regional Office members:**
  - Chairperson: Regional Manager
  - Secretariat: Regional Human Resources Manager and/or Corporate Services Manager (whichever is available).
  - Regional Office Labour Relations Manager (where available)

- b) TVET College Implementation Committee members to include:**
- Principals
  - Deputy Principals: Corporate Service
  - At least one of the above two representatives must always be available, preferably the Deputy Principal: Corporate Services. Should one of the above not be available, the college may elect any college representative who is part of the PPN College Implementation Committee (CIC) as the second member of the ROC.
  - One Labour representative per college nominated by the labour representatives who sit on the College Implementation Committee (CIC) of each college. The labour representative will represent the interests of all recognised labour unions at the ROC.

### **3. ROLE OF THE CHAIRPERSON**

The Chairperson will ensure that they:

- a) Facilitate the setting up of meetings.
- b) Determine suitable meeting dates and agenda and ensure communication of this to all the committee members through the designated secretariat.
- c) Lead the committee by facilitating discussion related to the progress per college in dealing with all implementation issues, including the consultation, and matching and placement of employees, budget finalization, dispute resolution and redeployment matters (where applicable).
- d) Ensure that all issues raised by colleges at regional level are dealt with in consultation with the PPN Technical Workgroup where required to ensure consistency of understanding and implementation nationally.
- e) Circulate the minutes of the committee meetings to all members by no later than 5 working days after each meeting of the committee, unless otherwise agreed.

- f) Report to the PPN Technical Workgroup on the progress of PPN Implementation at regional level, as well as any potential redeployment needs where required.

The Chairperson may request from the College Implementation Committee and/or any other relevant person(s), any necessary support services required by the Regional Oversight Committee.

#### **4. ROLES OF THE SECRETARIAT**

The Regional Human Resources Manager or Corporate Services Manager shall be the Secretariat of the committee. The roles or functions of the Secretariat are as follows:

- a) Organize meetings and ensure completion of attendance registers.
- b) Serve as a scribe of the meeting, ensuring a full set of minutes is available for all meetings.
- c) Safe keeping of records of all meetings.
- d) Address any HR related matters relevant to the implementation process as required at regional level.

#### **5. ROLE OF THE COMMITTEE MEMBERS**

The functions of the Regional Oversight Committee members are to:

- a) Oversee and report on the progress per college related to the full implementation of the PPN Model and the matching and placement of employees on the standardised TVET college structure in alignment with college post allocations at regional level.
- b) Address any challenges faced at college and regional level in ensuring the fair and consistent application of the placement process as outlined in the PPN Procedure Manual.
- c) Ensure the adherence of all colleges to deliverables and deadlines outlined in the PPN Implementation Management Plan.

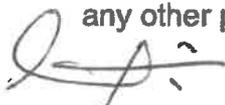
- d) Prepare a redeployment plan for the region, where required, ensuring this matter is addressed as outlined in the PPN Procedure Manual.
- e) Facilitate the redeployment process in line with the PPN procedure manual and relevant legislature and make final recommendation to the delegated authority for approval.
- f) Report to the PPN Task Team as directed.

## 6. MEETINGS AND PROCEEDINGS OF THE COMMITTEE

- a) The committee shall meet initially on at least a monthly basis until the completion of Phase 1 of the PPN implementation process. Thereafter meetings shall occur as and when agreed to, and at such other times that the Chairperson deems it necessary.
- b) The quorum requirements for the committee shall be 60%. A duly convened meeting of the committee shall be deemed necessary to pass decisions.

## 7. DECLARATION OF CONFIDENTIALITY AND INTERESTS

- a) All members of the committee shall declare all interests and sign confidentiality statements to ensuring their commitment that all PPN implementation processes are concluded with integrity, fairness and transparency which will be communicated in a mutually agreeable manner by the committee.
- b) No member of the committee shall disclose matters discussed and agreed on as confidential with parties outside of the committee or meetings.
- c) No committee member may use the position, privileges or confidential information obtained as a member, for private gain or to improperly benefit any other person.



Mr GF Qonde

Director-General: Higher Education and Training

Date: 03 / 11 / 2020



## ANNEXURE C – PPN IMPLEMENTATION MANAGEMENT PLAN

<b>WORKSTREAM 1 – PREPARATION FOR IMPLEMENTATION</b>				
<b>ITEM NO.</b>	<b>OBJECTIVE</b>	<b>DUE DATE</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBLE PARTIES</b>
1.	Pre-implementation workshops	March – May 2020	<ul style="list-style-type: none"> <li>• Verify employee costs and employees on both PERSAL and College payrolls.</li> <li>• Desktop matching and placement of employees to be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• All Colleges</li> <li>• PPN TWG</li> </ul>
2.	Creation of college posts on PERSAL aligned to the respective chosen college structure.	November 2020 - February 2021	<ul style="list-style-type: none"> <li>• Create posts on PERSAL</li> </ul>	<ul style="list-style-type: none"> <li>• Head office HRMA Unit</li> <li>• Head office OD Unit</li> </ul>
3.	Set up PPN Implementation Committees at College and Regional Oversight Committees at regional Office level	November 2020	<ul style="list-style-type: none"> <li>• Submit members of PPN Implementation Committees on template provided to PPN TWG</li> <li>• Establish Regional Oversight Committees and submit respective college reps to PPN TWG</li> </ul>	<ul style="list-style-type: none"> <li>• All Colleges</li> <li>• Regional Office</li> <li>• PPN TWG</li> </ul>
4.	Regional Workshops on Implementation procedures with College Implementation Committees	November 2020	<ul style="list-style-type: none"> <li>• Provide clear understanding of implementation procedures to the PPN Implementation Committee</li> </ul>	<ul style="list-style-type: none"> <li>• PPN Implementation Committees</li> <li>• PPN TWG</li> <li>• Regional Management</li> </ul>

### WORKSTREAM 1 -- PREPARATION FOR IMPLEMENTATION

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
5.	College Implementation Committees' Workshops on Implementation procedures with all college employees	November 2020 to January 2021	<ul style="list-style-type: none"> <li>College Implementation Committees to conduct workshops at college level to provide clear understanding of PPN implementation procedures for all college employees</li> <li>PPN Implementation Committees to provide report (including attendance registers) to PPN TWG upon completion of college workshops</li> </ul>	<ul style="list-style-type: none"> <li>PPN College Implementation Committees</li> <li>PPN TWG</li> </ul>
6.	Plan for Employees consultation regarding matching and placement outcomes developed and communicated with all management.	December 2020 – January 2021	<ul style="list-style-type: none"> <li>Implementation committee to facilitate effective consultation sessions with all employees regarding the matching and placement as it relates to the college structure.</li> <li>Principles outlined in the procedure manual to be adhered and fully understood by management when dealing with employees consultation sessions.</li> </ul>	<ul style="list-style-type: none"> <li>College Implementation Committees</li> </ul>

## WORKSTREAM 2 – BUDGET IMPLICATIONS AND RECRUITMENT PLANNING

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
7.	Establish cost implications for the migration of identified Ministerial employees from College Payroll to PERSAL in line with PPN Model Allocations and existing budget.	15 May 2020	<ul style="list-style-type: none"> <li>• Determine cost implications and budget available (in yr 2020/2021) to move Ministerial employees from college payroll to PERSAL in line with the PPN allocation and submit to PPN TWG.</li> <li>• Identify employees to move from college to PERSAL</li> <li>• Prepare HRMA documents for employees to be appointed to PERSAL</li> <li>• Submit costing to PPN TWG on template provided.</li> </ul>	<ul style="list-style-type: none"> <li>• HRMA Unit</li> <li>• College PPN Implementation Committee</li> <li>• College HR &amp; Finance Teams</li> <li>• PPN TWG</li> </ul>
8.	Determine additional budget adjustment required for the migration of employees from college to PERSAL payroll in line with PPN allocation for all 9 Colleges with savings identified.	November 2020 – January 2021	<ul style="list-style-type: none"> <li>• Determine additional budget adjustment required to move Ministerial employees (in yr 2020/2021) from college payroll to PERSAL in line with the PPN allocation and submit to PPN TWG.</li> <li>• Submit final approved list of employees identified to move from college to PERSAL</li> <li>• Prepare HRMA documents for employees to be appointed to PERSAL</li> <li>• Submit final approved costing to PPN TWG on template provided.</li> </ul>	<ul style="list-style-type: none"> <li>• HRMA Unit</li> <li>• College PPN Implementation Committee</li> <li>• College HR &amp; Finance Teams</li> <li>• PPN TWG</li> </ul>
9.	Determine additional budget adjustment required for the migration of employees from	January 2021 to 15 March 2021	<ul style="list-style-type: none"> <li>• Determine additional budget adjustment required to move Ministerial employees (in</li> </ul>	<ul style="list-style-type: none"> <li>• HRMA Unit</li> </ul>

**WORKSTREAM 2 – BUDGET IMPLICATIONS AND RECRUITMENT PLANNING**

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
	college to PERSAL payroll in line with PPN allocation for all remaining colleges.		<ul style="list-style-type: none"> <li>yr 2020/2021) from college payroll to PERSAL in line with the PPN allocation and submit to PPN TWG.</li> <li>Submit final approved list of employees identified to move from college to PERSAL</li> <li>Prepare HRMA documents for employees to be appointed to PERSAL</li> <li>Submit final approved costing to PPN TWG on template provided.</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committee</li> <li>College HR &amp; Finance Teams</li> <li>PPN TWG</li> </ul>
10.	Identify critical posts for recruitment and selection for placement from 1 April 2021 (or before if budget allows), and associated budget in line with the PPN allocation	December 2020 – March 2021	<ul style="list-style-type: none"> <li>Prepare HRMA documents for the recruitment and selection process related to critical posts.</li> <li>Prepare and submit request to advertised posts via HRMA for approval to proceed with advertisements as per HR Circular on the implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committees</li> <li>PPN TWG</li> <li>HRMA Unit</li> </ul>

**WORKSTREAM 2 – BUDGET IMPLICATIONS AND RECRUITMENT PLANNING**

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
11.	College to identify remaining posts and associated budget required in line with the PPN allocation for placement from 1 April 2022.	From April 2021	<ul style="list-style-type: none"> <li>• Submit list of remaining allocated posts and associated budget required for placement in 2022/2023 financial year to PPN TWG.</li> <li>• Prepare and submit request to advertised posts via HRMA for approval to proceed with advertisements as per HR Circular on the implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>• College PPN Implementation Committees</li> <li>• PPN TWG</li> <li>• HRMA Unit</li> </ul>
12.	Request budget adjustment via National Treasury to cater for migration of employees in line with PPN model allocations	June - November 2020	<ul style="list-style-type: none"> <li>• Budget submission as per college costing to TVET Financial Planning Directorate</li> <li>• Submission to NT for budget adjustment in line with requests from colleges for the migration of employees from college to PERSAL payroll.</li> </ul>	<ul style="list-style-type: none"> <li>• PPN TWG</li> <li>• Departmental Finance Office</li> <li>• TVET Financial Planning</li> </ul>
13.	Confirmation of budget adjustment in line with PPN model allocations	November 2020	<ul style="list-style-type: none"> <li>• NT confirmation to TVET branch</li> </ul>	<ul style="list-style-type: none"> <li>• PPN TWG</li> <li>• TVET Financial Planning</li> <li>• All Colleges</li> </ul>

**WORKSTREAM 3 – PPN MODEL AND COLLEGE STRUCTURE IMPLEMENTATION**

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
14.	Employees Consultation on finalised matching and placement	November 2020 – January 2021	<ul style="list-style-type: none"> <li>• College PPN Implementation Committee to consult with all employees.</li> <li>• Obtain written confirmation of consultation from employees via letter (template to be provided by PPN TWG)</li> <li>• College Implementation Committee to ensure signed electronic copies of confirmation letters are kept on employees files.</li> <li>• Approved list of employees for migration to be submitted to PPN TWG</li> <li>• HRMA to prepare college submission for approval to migrate employees</li> <li>• After approval, College HR / HRMA to implement matching and placement of employees on PERSAL at college level</li> </ul>	<ul style="list-style-type: none"> <li>• College PPN Implementation Committee</li> <li>• College HR Teams</li> <li>• PPN TWG</li> <li>• HRMA Unit</li> <li>• OD Unit</li> </ul>
15.	Establish numbers of unmatched Ministerial Employees identified for redeployment or upskilling	November - December 2020	<ul style="list-style-type: none"> <li>• Identify numbers of unmatched ministerial employees who require redeployment and effect accordingly</li> <li>• Identify upskilling required for unmatched employees and set mechanisms in place for upskilling</li> <li>• Submit approved unmatched staff list to PPN TWG.</li> </ul>	<ul style="list-style-type: none"> <li>• College PPN Implementation Committee</li> <li>• College HR Unit</li> <li>• PPN TWG</li> </ul>

**WORKSTREAM 3 – PPN MODEL AND COLLEGE STRUCTURE IMPLEMENTATION**

<b>ITEM NO.</b>	<b>OBJECTIVE</b>	<b>DUE DATE</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBLE PARTIES</b>
16.	Recruitment to existing vacant and funded posts in line with PPN model allocation	Ongoing	<ul style="list-style-type: none"> <li>Implement normal recruitment policy and procedure to existing vacant and funded posts in line with model allocation, standardised structure and delegations, where budget allows for this, and as per HR Circular on implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committee</li> <li>College HR Team</li> <li>HRMA Unit</li> </ul>
17.	Implement the normal recruitment process for all funded identified critical posts associated with allocated budget	From January 2021	<ul style="list-style-type: none"> <li>Advertisement of identified funded critical posts associated with adjusted allocated budget in line with the PPN allocation and Departmental Delegations</li> <li>Interview processes completed in line with Departmental policy and procedure.</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committees</li> <li>College HR Team</li> <li>OD Unit</li> <li>HRMA Unit</li> </ul>
18.	Implement the normal recruitment process for the remaining funded posts	November – December 2021	<ul style="list-style-type: none"> <li>Appointment of successful candidate(s) in line with Departmental policy and procedures for colleges with savings.</li> <li>Appointment of successful candidate(s) in line with Departmental policy and procedures for all remaining colleges.</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committees</li> <li>College HR Team</li> <li>OD Unit</li> <li>HRMA Unit</li> </ul>
			<ul style="list-style-type: none"> <li>Advertisement of remaining funded posts associated with adjusted allocated budget, in line with the PPN allocation and Departmental Delegations</li> </ul>	<ul style="list-style-type: none"> <li>College PPN Implementation Committees</li> <li>College HR Team</li> <li>OD Unit</li> </ul>

**WORKSTREAM 3 – PPN MODEL AND COLLEGE STRUCTURE IMPLEMENTATION**

ITEM NO.	OBJECTIVE	DUE DATE	ACTION REQUIRED	RESPONSIBLE PARTIES
	associated with allocated budget		<ul style="list-style-type: none"> <li>• Interview processes completed in line with Departmental policy and procedure.</li> </ul>	<ul style="list-style-type: none"> <li>• HRMA Unit</li> </ul>
		1 April 2022 onwards	<ul style="list-style-type: none"> <li>• Appointment of successful candidate(s) in line with Departmental policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• College PPN Implementation Committees</li> <li>• College HR Team</li> <li>• OD Unit</li> <li>• HRMA Unit</li> </ul>