

Personnel — Policies

Staff Member Selection:

When prospective applicants for a post are interviewed, staff members already doing that particular work are involved eg. when selecting a childcare worker other childcare workers take turns to screen and interview all candidates with some input from other staff members, until a short list is compiled. Two board members, the Director, and one or two childcare workers will then make the final appointment after interviewing applicants on the short list.

Employment Equity Policy:

With regard to the 3 categories of black, female and disabled, our policy is to employ people from the groupings wherever possible. A glance at our current staff members at any one time is not sufficient to judge our BEE status. In the course of time the demographic balance varies across different job categories, depending on availability of skills. We prioritise appointments where staff members are representative of the girls' demographics, but at times this is not possible, since, for example, Xhosa speaking social workers are in high demand in higher paying jobs in the government sector.

Female Staff Members:

If anything, we discriminate against men because our children are usually abused by men and feel safer with female staff members. Our facilities are small and bedrooms, bathrooms and offices very closely linked, so employing female staff members is more practical. We did employ men when we employed street workers.

Grievance and Disciplinary Procedures:

Question: *How does the management address complaints, whether from staff members, other role-players or beneficiaries?*

Complaints are investigated. Facts are sought so the complaint can be verified. If between staff members, the initial step is to get the complainants to discuss the complaint with whoever is relevant, to see if the matter can be resolved. When staff members complain to the Director, the Director will encourage them to first inform the staff member with whom they are unhappy. If the matter cannot be resolved, both parties should come to the Director together. If still unsatisfied they must inform the Director that they wish to take the matter further. If staff members are dissatisfied with the Director and cannot come to an agreement, they must inform the Director that they wish to see the Board.

Staff Member Empowerment

Staff members meet every Friday and as a small team we have the privilege of being able to comment on almost every topic.

Staff members receive regular supervision every week on Tuesdays and team meetings on Fridays. Staff members' performance assessments takes place every February and staff members also evaluate Director and Unit Manager.

Staff members' training is given by outside organisations and by Ons Plek Projects staff members. The rationale is to learn from others but also to value the skills we have in our midst and for staff members to learn how to run workshops. Staff members attending outside courses must then present their learning to the whole staff. This re-enforces their learning as well as builds confidence in presenting.