



Quality Management System

Policies & Procedures

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Quality Management System of ENJO Consultants (Pty) Ltd

This document contains the Quality Management System (QMS) for:

ENJO Consultants (Pty) Ltd

COMPANY REGISTRATION NO: 2016/345549/07

and will herein after will be referred to as ENJO Consultants (Pty) Ltd.

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Policy and Procedure P53 and PR53	Learner Certification	
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Record of Revision Sheet

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ENJO Consultants (Pty) Ltd PR 001

Revision Status: 1

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Quality Management Policy & Procedures Manual

Purpose

The purpose of this Policy and Procedures Manual is to document the requirements for the Quality Management System to be implemented by ENJO Consultants (Pty) Ltd, to achieve its Vision and Mission and effectively implement Policies and Procedures.

Scope

The Manual includes all Policies, Procedures and Review Mechanisms required for the effective implementation of each element of ENJO Consultants (Pty) Ltd Quality Management System shown, as shown in the Policies and Procedure Revision Index.

References

- ⊕ South African Qualifications Act (Act 58 of 1995)
- ⊕ SAQA Regulation No R452 of 1998
- ⊕ SAQA Regulation No R1127 of 1998
- ⊕ Skills Development Act (Act 97 of 1998)
- ⊕ Skills Development Levies Act (Act 9 of 1999)
- ⊕ Employment Equity Act (Act 55 of 1998)
- ⊕ ISO 9000
- ⊕ Institutions Act (Act 84 of 1996)
- ⊕ Further Education and Training Act (Act 98 of 1998)
- ⊕ Higher Education and Training Act (Act 101 of 1997)
- ⊕ Adult Based Education and Training Act (Act 52 of 2000)
- ⊕ National Education Policy Act (Act 27 of 1996)
- ⊕ Higher Education Amendment Act (No 39 of 2008)
- ⊕ General and Further Education and Training Quality Assurance Amendment Act (No 50 of 2008)
- ⊕ National Qualifications Framework Act (No 67 of 2008)
- ⊕ Skills Development Amendment Act (No 37 of 2008)
- ⊕ QCTO Policies and Procedures

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Vision, Mission & Goal

Vision Statement

“To play a leading role in the development of Education Training and Development Practitioners within all the sectors in Africa and South Africa”. We will achieve this by rendering services and training to the best of our ability at the best price and quality possible. We have chosen to build a business in our field of expertise and believe we have the knowledge and experience to assist you to achieve success.

Mission Statement

It is our mission to meet the training needs of small businesses, large corporates, and individuals at the highest quality possible whilst maintaining affordability. Our mission statement reflects this: “To render quality services and affordable training”.

Strategic Objectives

STRATEGIC AREA	STRATEGIC OBJECTIVE
QMS	To develop a QMS to ensure that the provision of ENJO Consultants (Pty) Ltd services meet defined standards.
REVIEW	To identify mechanisms for the monitoring, control and review of policies and procedures.
PROGRAMMES	To develop, deliver and evaluate of learning programmes.
STAFF	To identify mechanisms for the recruitment, selection, appraisal, and development of staff.
LEARNERS	To identify mechanisms for the recruitment, selection, guidance, and support of Learners.
ASSESSMENT	To establish policies and procedures for the different forms of assessment and the management thereof.
GOVERNANCE AND MANAGEMENT	To identify the structures and resources of the organization and the related accountability procedures.
COMMUNICATION AND MARKETING	To develop and market a communication and marketing strategy to meet the needs of our clients.
SAFETY AND SECURITY	To ensure that all activities occur within a safe, healthy, and secure environment.
ADMINISTRATIVE	To ensure effective and efficient administrative support for learning provision.

The Policy Manual enables ENJO Consultants (Pty) Ltd to realize the aims and objectives of the legislation that governs the provision of education and training.

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Values

We subscribe to:

- ⊕ Integrity
- ⊕ Transparency
- ⊕ Accountability
- ⊕ Discipline
- ⊕ Commitment
- ⊕ Open communication
- ⊕ Fairness
- ⊕ Professionalism
- ⊕ Perseverance

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Quality Management System Policies

Quality Management System Policies Index

Policy No	Policy Title	Revision
ENJO Consultants (Pty) Ltd P01	Quality Management	
ENJO Consultants (Pty) Ltd P02		

Acknowledgment of Reading the QMS Policy

We the undersigned, hereby give our commitment to ensuring that these Policies are fully understood, implemented, and maintained within our organisation.

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Quality Policy: P01 and PR01

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Quality Policy: P01 and PR01

Introduction

ENJO Consultants (Pty) Ltd specifies the Degree of Excellence as “all activities of the organisation will be carried out in a systematic manner in accordance with defined and documented Policies and Procedures, will meet applicable legislative requirements, will be visible and auditable, and will ensure that the needs of Learners, Staff, Customers and Stakeholders are met”.

To achieve this Degree of Excellence it is the stated Policy of ENJO Consultants (Pty) Ltd to establish and implement a formally documented Quality Management System (QMS), which includes Policies, Procedures and Review Mechanisms, in order to gain, keep and maintain accreditation as a Service Provider in Education and Training.

The Quality Management System (QMS) is documented in ENJO Consultants (Pty) Ltd Policy and Procedures Manual, which includes:

- ⊕ Policies Referenced as: P01 to P53
- ⊕ Procedures Referenced as: PR 01 to PR 53

ENJO Consultants (Pty) Ltd realises that Quality is the responsibility of all the members and personnel, and therefore will promote a Quality Culture within the organisation by means of sharing information, including personnel in decision making and delegating specific Quality Management functions, e.g. Quality System maintenance, to suitably skilled and competent persons.

The Management Committee will form a Quality Committee, from members of the Organisation, who will be allocated responsibilities for ensuring the effective implementation of a specific unique ENJO Consultants (Pty) Ltd ethos, culture, and style of procedures. The Quality committee will meet on a regular, scheduled basis, to review the continued suitability and effectiveness of the Quality Management System, and records of reviews, and actions arising, will be maintained.

Where deficiencies are found, related to the operation of the QMS, corrective and preventative action will be taken to ensure continual improvement of ENJO Consultants (Pty) Ltd policies and procedures in its commitment and strive towards excellence. The Quality system has the full commitment of ENJO Consultants (Pty) Ltd Management and staff members.

Purpose

The purpose of this policy is to describe the Companies Quality Management System and to detail the methods by which the Companies implement the requirements of its Quality Policy.

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Scope

The areas of practice related to the Total Quality Management Systems include:

- ⊕ Review Mechanisms
- ⊕ Learning Programmes
- ⊕ Staff Policies
- ⊕ Learner Policies
- ⊕ Assessment Policies
- ⊕ Governance and Management Policies
- ⊕ Communication and Marketing
- ⊕ Safety and Security

Specific Practices include:

- ⊕ Research
- ⊕ Systematic Planning
- ⊕ Implementation
- ⊕ Control and Monitoring
- ⊕ Evaluation
- ⊕ Review

Responsibilities

The responsibility for implementing the requirements of this procedure rests with the Company Management Team.

References

- ⊕ South African Qualifications Act (Act 58 of 1995)
- ⊕ SAQA Regulation No R452 of 1998
- ⊕ SAQA Regulation No R1127 of 1998
- ⊕ Skills Development Act (Act 97 of 1998)
- ⊕ Skills Development Levies Act (Act 9 of 1999)
- ⊕ Employment Equity Act (Act 55 of 1998)
- ⊕ ISO 9000
- ⊕ Institutions Act (Act 84 of 1996)
- ⊕ Further Education and Training Act (Act 98 of 1998)
- ⊕ Higher Education and Training Act (Act 101 of 1997)
- ⊕ Adult Based Education and Training Act (Act 52 of 2000)
- ⊕ National Education Policy Act (Act 27 of 1996)
- ⊕ Higher Education Amendment Act (No 39 of 2008)
- ⊕ General and Further Education and Training Quality Assurance Amendment Act (No 50 of 2008)
- ⊕ National Qualifications Framework Act (No 67 of 2008)
- ⊕ Skills Development Amendment Act (No 37 of 2008)
- ⊕ QCTO Policy and Procedures

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Definitions

Glossary	Definition
Quality Management System	the combination of processes used to ensure that the degree of excellence specified is achieved.
Continual Improvement	the dynamic notion of Quality as a continuous event to ensure the continual development and redevelopment of Policies, Procedures, Qualifications and Standards to meet specified needs.

Procedure

Quality Management System

The Quality Management System (QMS) is established by ENJO Consultants (Pty) Ltd Management Documenting Policies and Procedures in a Policy and Procedures Manual.

The Policy and Procedures Manual describes the system to be implemented for assuring Quality, related to all ENJO Consultants (Pty) Ltd functions and activities.

The Policy and Procedures Manual, includes the following:

- ⊕ ENJO Consultants (Pty) Ltd Policies Referenced as: P01 to P53
- ⊕ ENJO Consultants (Pty) Ltd System Procedures Referenced as: PR01 to PR53

The Policies and Procedures ensure all activities of the organisation are carried out in a systematic manner in accordance with defined and documented requirements, meet applicable legislative requirements, are visible and auditable and ensure that the needs of Learners, Staff and Stakeholders are met.

The Policy and Procedures Manual issue and control will be in accordance with ENJO Consultants (Pty) Ltd System Procedure P51 – Document and Record Management.

Promoting A Quality Culture

A Quality culture is promoted within ENJO Consultants (Pty) Ltd by the Management Board completing the following activities:

- ⊕ Establishing and implementing a Quality Policy and Quality Objectives within ENJO Consultants (Pty) Ltd.
- ⊕ Documenting policies and Procedures in a Policy and Procedures Manual.
- ⊕ Ensuring that procedures are suitable and appropriate.
- ⊕ Conducting Quality awareness, motivation, and involvement as part of ENJO Consultants (Pty) Ltd capacity building and training for staff members.
- ⊕ Conducting interviews with Learners and Staff, to gain information, to feedback into the system to promote continual improvement of functions and activities.
- ⊕ Ensuring the availability of necessary resources; and
- ⊕ Conducting regular review of the QMS and taking corrective and preventative action, as necessary.

Evidence to verify that the above actions have been conducted is maintained by the Director.

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Quality Committee

- ⊕ A Quality Committee is appointed by the Director of ENJO Consultants (Pty) Ltd.
- ⊕ Committee Members are allocated responsibilities for ensuring the effective operation of individual QMS criteria, i.e. as detailed in this procedure.
- ⊕ The Quality committee meets once a month to review the implementation and effectiveness of the Quality Management System and maintains records of reviews and actions arising.
- ⊕ Where deficiencies are found, relating to the operation of the QMS, they are documented by committee members, and corrective and preventative action is taken to ensure continual improvement of QMS policies and procedures.
- ⊕ Corrective and preventative actions are reviewed at each Quality committee meeting, to ensure all actions are followed up and adequately closed out.

Review Mechanisms

The Directors ensure System Audits of the Quality Management System are conducted.

- ⊕ All criteria of the System will be audited at least annually.
- ⊕ System Audits are conducted by a person, or persons, having no responsibility in the areas audited, (e.g. Committee Members or an outside QMS consultant).
- ⊕ Results of such audits are submitted to the Quality Committee for review and action.

Programmes

ENJO Consultants (Pty) Ltd will offer relevant and flexible programmes that meet the education and training needs of the community and encourages lifelong learning. Learning programmes are developed, delivered, and evaluated according to defined quality standards and procedures.

Staff Policies

All staff will be selected, recruited, and appointed based on predetermined criteria. Staff policies and procedures are learner centred and meet the curriculum and accreditation imperatives.

Learner Policies

Learner policies are guided by the philosophy of learner centeredness and ENJO Consultants (Pty) Ltd will ensure that the learning programmes are relevant to the needs and aspirations of the Learners. Through predetermined feedback mechanisms, ENJO Consultants (Pty) Ltd will identify the nature of support, Learners require. ENJO Consultants (Pty) Ltd will provide a supportive environment, which leads to optimal learning.

Assessment Policies

Assessment practices will be executed at the highest possible level of expertise consistent with NQF principles and ETQA assessment guidelines. ENJO Consultants (Pty) Ltd assessment procedure will incorporate principles of life-long learning, recognition of prior learning and integration of theory and practice.

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Governance and Management Policies

ENJO Consultants (Pty) Ltd will ensure that there is synergy between the different governance and Management structures to ensure strategic leadership and direction. The decision- making process will be informed by good communication and consultation.

Communication and Marketing

ENJO Consultants (Pty) Ltd corporate image and identity will be established and promoted internally and marketed externally through a variety of PR media and there will be a coherent marketing strategy involving coordinated activities.

Safety and Security

All activities will be directed at ensuring the safety, security, and welfare of all role-players within ENJO Consultants (Pty) Ltd environment. The OHS Act will inform these activities.

Administration

Administrative policies and procedures will ensure the efficient functioning of the ENJO Consultants (Pty) Ltd. Administrative operations are executed in a professional and coordinated manner.

Research

Qualitative and quantitative research will ensure that the ENJO Consultants (Pty) Ltd is constantly responding to community needs and complying with legislation.

Systematic Planning

Systematic planning involves coordination and consultation on all levels, which enables effective implementation and results in the achievement of goal and target setting at all levels, ensures that directed activity becomes the common practice in the system and enables the constructive use of resources. Early warning systems ensure that qualitatively weak or deficient activities, processes or functions are identified before it impacts on the efficient functioning of the general system.

Implementation

Standard Operating Procedures (SOP) ensures that there is conformance to predetermined procedures so as to facilitate guided monitoring, control, and evaluation.

All activities must be recorded and reported to the appropriate people within the established time frames.

Roles and responsibilities must be clearly identified and commonly understood.

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Control and Monitoring

Documented meetings and reporting will ensure that there is effective and constructive communication that contributes to and enables decision-making.

Responsibility matrixes and checklists assist to guide and track activities and identify both compliance and non-compliance.

Evaluation

Internal and external assessment practices must be aligned to the principles of good assessment – validity, fairness, reliability, cost effectiveness etc. Self-evaluation ensures that individuals and practices are evaluated internally to compel a focus on performance and the assumption of responsibility for development within the context of systematic functioning. Quality surveys and complaints are valuable indicators of performance in the evaluation process.

Review

Internal and external reviews will identify weaknesses and opportunities for further development, thereby encouraging improvement and corrective actions.

The Quality Management System is reviewed annually by the Directors, in accordance with the requirements of the Company's System.

Review, and includes the following:

- ⊕ The continuing suitability of Policies and Procedures against ENJO Consultants (Pty) Ltd goals and objectives.
- ⊕ The results of Scheduled internal QMS system audits.
- ⊕ The results of monthly Quality Committee reviews; and
- ⊕ Actions necessary to promote continual improvement.

Continual Improvement

Continual improvement of the Quality Management System is promoted within ENJO Consultants (Pty) Ltd by implementation of the Improvement Incentive Scheme (IIS)

The QMS is implemented by all personnel considering the following related to their functions and activities:

- ⊕ evaluation of the effectiveness of QMS criteria
- ⊕ identification of system problems
- ⊕ selection of QMS criteria for improvement
- ⊕ problem root cause analysis and verification
- ⊕ identification of possible solutions
- ⊕ solution selection and implementation
- ⊕ prevention of problem recurrence
- ⊕ evaluation of effects of problem solution and meeting of improvement objectives
- ⊕ implementation and standardization of new criteria
- ⊕ evaluation of effectiveness of new criteria
- ⊕ further criteria improvements

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All personnel are encouraged to forward suggestions for improvement to the Quality Committee for review and adjudication under the QMS.

Documents Required for the Implementation of this Procedure

The following documentation is required for implementation of this Procedure:

- ⊕ Quality Management System
- ⊕ Strategic Plan
- ⊕ Personnel Training schedule
- ⊕ Quality Committee meeting agenda
- ⊕ Management System Audit procedure
- ⊕ Management System Review procedure

The following records are required to be maintained by implementation of this Procedure:

- ⊕ Policy and Procedures Manual
- ⊕ Strategic Plan
- ⊕ Personnel Training schedule
- ⊕ Quality Committee meeting agenda
- ⊕ Management System Audit procedure
- ⊕ Management System Review procedure
- ⊕ Corrective and Preventative Action Records

Incentives for Compliance

The Appraisal System will identify individuals and areas that warrant recognition and appropriate reward to increase motivation and enhance performance.

Consequences for Non-compliance

Where individuals and areas are identified that are not complying with the TQMS procedures, all efforts must be made to rectify the problem. If non-conformance persists, the disciplinary procedure will be affected

Flowchart (P01 and PR01): FC1 Promoting a Quality Culture
Flowchart (P01 and PR01): FC2 Quality Committee

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ENJO Consultants (Pty) Ltd	REFERENCE:	P02 & PR02
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Registration & Accreditation Policy	EFFECTIVE DATE:	03 March 2020
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Registration & Accreditation Policy: P02 and PR02

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15 July 2017	John Sandys	Mr		V01
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03 March 2020	John Sandys	Mr		V03

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Registration and Accreditation Policy: P02 and PR02

Information

Registration

ENJO Consultants (Pty) Ltd is registered as a Training Service Provider with the relevant body.

Accreditation

ENJO Consultants (Pty) Ltd is in the accredited with the following SETAs/quality assurance bodies as a Service Provider of Facilitation and Skills Development Training Programmes in terms of SAQA Regulation No R1127 of 1998:

- ⊕ ETDP SETA No: ETDP10602 (Primary SETA).
- ⊕ MICT SETA No: ACC/2015/07/0048 (MoU – Programme approval).
- ⊕ SABPP No: 58116L125EC (MoU – Programme approval).
- ⊕ QCTO QCTOSDP00180907 (MoU – Programme approval).

Purpose

The purpose of this document is to provide a guideline for the registration, accreditation, extension of scope and programme approval process.

Scope

This document is intended for all employees of ENJO Consultants (Pty) Ltd including the Training Manager.

Procedure

The procedure to be followed consists of the following criteria:

- ⊕ Confirm ENJO Consultants (Pty) Ltd primary focus.
- ⊕ Compare unit standards used by ENJO Consultants (Pty) Ltd with those covered by the relevant SETA.
- ⊕ If 51% of the unit standards fall within a specific SETA, this confirms ENJO Consultants (Pty) Ltd primary focus coincides with that specific SETA.

Apply for Accreditation/Extension of Scope/Programme Approval

The following steps must be taken when applying for accreditation:

- ⊕ Ensure that the related training material is developed according to ETQA requirements and is ready to be submitted for approval.
- ⊕ Ensure that the relevant registered assessors and moderators for the programmes are ready and available for deployment.
- ⊕ The application must be completed and submitted for accreditation to the relevant SETA manually or electronically (whichever is relevant to the specific SETA/ETQA/Professional body).
- ⊕ Acknowledgment of receipt must be obtained from the relevant SETA/ETQA/Professional body.

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- ⊕ If applicable the required fee must be paid as stipulated by the SETA/ETQA/Professional body.

Site Visit

Once the relevant ETQA/Professional body has approved the desk-top accreditation documents, they would want to do a site visit. The following procedure must be followed for the site visit:

- ⊕ Schedule a visit with the SETA.
- ⊕ Conduct preparation for the site visit.
- ⊕ Receive site visit confirmation from the SETA.
- ⊕ Site visit is conducted.
- ⊕ Receive feedback on accreditation status from the SETA ETQA.

Granting of Accreditation/Extension of Scope/Programme Approval

Written notification of accreditation must be received from the relevant SETA including:

- ⊕ ETQA Report.
- ⊕ Provider Accreditation Certificate.
- ⊕ Corporate Identity Disc.
- ⊕ Reporting Learner's Disc.

Accreditation/ Extension of Scope/Programme Approval Status Not Granted

In the event of accreditation not being granted the following procedure should be followed:

- ⊕ Notify the Accreditation Manager at the relevant SETA in writing that ENJO Consultants (Pty) Ltd will be appealing against the accreditation decision and whether ENJO Consultants (Pty) Ltd wishes to appear at an appeal hearing.
- ⊕ Attend the appeals hearing.
- ⊕ Confirm whether new application for accreditation may be made.
- ⊕ If positive, improve shortcomings in application.
- ⊕ Carry out re-application process.

Documents Required for the Implementation of this Procedure

The following documents are required for the application of accreditation/extension of scope/programme approval:

- ⊕ Quality Management System Policies and Procedures (QMS).
- ⊕ Company registration documents.
- ⊕ Financial documents including Tax clearance certificate.
- ⊕ SAQA registered qualification aligned learning material.
- ⊕ Service Level Agreements with registered assessors and moderators.
- ⊕ Accreditation application forms from the relevant ETQA/Professional Body.
- ⊕ Any other relevant documentation and evidence required by the ETQA/Professional Body.

Flowchart (P02 and PR02): Application for accreditation/extension of scope

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QMS for Training Providers		EFFECTIVE DATE:	03 March 2020
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QMS for Training Providers: P03 and PR03

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15 July 2017	John Sandys	Mr		V01
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03 March 2020	John Sandys	Mr		V03

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QMS for Training Providers: P03 and PR03

Introduction

The South African Qualification Authority Act of 1995 defines an education and training provider as:

“A body which delivers learning programmes which culminate in specified National Qualification Framework standards and/or qualifications and manages the assessment thereof.”

Education and training providers (hereafter referred to as providers) are at the base of the education and training system in that they are the companies that actually engage in teaching and learning and deal directly with learners, the ‘clients’ whom the education and training system is meant to serve. It is therefore of critical importance that providers develop quality management systems (QMS), and that they receive the necessary support to operate within the National Qualifications Framework (NQF).

This document addresses the following:

- ⊕ General issues related to QMS for providers.
- ⊕ Paradigms in quality management and quality assurance.
- ⊕ Elements that would constitute a QMS approach; and
- ⊕ The SAQA quality template

In addition, this document provides an elaboration of the core criteria that providers need to conform to receive accreditation from their constituent ETQAs. The inclusion of these elaborated criteria is a direct response to the perceived needs of providers and is intended to facilitate the development of QMS among providers. This document also points to the need to allow sector-specific core criteria to be developed if they are found to be necessary.

However, it is emphasized that such sector-specific criteria cannot contradict the core criteria and can only be added to the core criteria. Such sector-specific criteria, however, need to be sanctioned by SAQA.

Definitions and Terms in Respect of Quality

Acronyms and ENJO Consultants (Pty) Ltd

A list of the most common acronyms used in the Quality Management Systems for Education and Training Providers appears below.

Although it is assumed that the reader is familiar with the terms relating to quality assurance as it appears in Quality Management Systems (QMS) for ETQAs, the terms are included in this document to facilitate a common understanding.

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Acronyms used in this document:

Acronym	Definition
CTS	Conformance to Specifications
CHE	Council for Higher Education
DoE	Department of Education
ETQA	Education and Training Quality Assurance Body
FET	Further Education and Training
HEQC	Higher Education Quality Committee
ISO	International Standards Company
NQF	National Qualifications Framework
NSB	National Standards Body
QCTO	Quality Council for Trades and Occupations
QMS	Quality Management Systems
SAQA	South African Qualifications Authority
SGB	Standards Generating Body
TQM	Total Quality Management

Terms and Definitions Relating to Quality Assurance

- ⊕ **Quality Management Systems** means the combination of processes used to ensure that the degree of excellence specified is achieved. A quality management system is the sum of the activities and information a company uses to enable it to better and more consistently deliver products and services that meet and exceed the needs and expectations of its customers and beneficiaries, more cost effectively and cost efficiently, today and in the future.
- ⊕ **Quality Assurance** means the sum of activities that assure the quality of products and services at the time of production or delivery. Quality assurance procedures are frequently applied only to the activities and products associated directly with the goods and services provided to external customers.
- ⊕ **Quality Audits** are activities undertaken to measure the quality of products or services that have already been made or delivered. A quality audit has no impact on quality.
- ⊕ **Quality Control** is undertaken by the person(s) who make the product (or deliver the service) for internal purposes.

Quality Management Model

Quality Management Principles

- ⊕ ENJO Consultants (Pty) Ltd undertakes to meet customer expectations through a process of delivery. ENJO Consultants (Pty) Ltd undertakes to keep a high standard of service and delivery to meet customer needs and expectations.
- ⊕ Management will undertake to create an environment which enables all employees' in ENJO Consultants (Pty) Ltd to achieve the objectives.
- ⊕ ENJO Consultants (Pty) Ltd undertakes to inform and ensure that everybody in ENJO Consultants (Pty) Ltd knows what his/her role and importance within ENJO Consultants (Pty) Ltd processes are by way of training and open communication.

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- ⊕ ENJO Consultants (Pty) Ltd undertakes to meet quality requirements and consequently achieve customer satisfaction through quality processes. Quality originates from processes. ENJO Consultants (Pty) Ltd undertakes to deliver products or services which are designed to meet quality requirements and consequently achieve customer satisfaction.
- ⊕ Management will strive to perceive ENJO Consultants (Pty) Ltd holistically by identifying, understanding, and managing interrelated processes.
- ⊕ ENJO Consultants (Pty) Ltd will monitor and evaluate processes, their inputs, and outcomes, and utilize them on a continuous basis to initiate improvements on a continuous basis.
- ⊕ Decisions made, will be based on the analysis of data and information. Monitoring and evaluation of processes, inputs and outcomes are the basis for informed decision making.
- ⊕ ENJO Consultants (Pty) Ltd will ensure that mutually beneficial relationships exist between ENJO Consultants (Pty) Ltd and Suppliers to enhance the opportunities for both and to create value in a win-win relationship.

ENJO Consultants (Pty) Ltd will ensure that:

- ⊕ Aims are clear.
- ⊕ Processes are identified.
- ⊕ Procedures for quality management policies are in place.
- ⊕ Sustainability of quality management strategies are in place.
- ⊕ The ability to develop, deliver and evaluate learning programmes are in place.
- ⊕ That it has the necessary financial, administrative, and physical resources to deliver programmes.
- ⊕ It has democratic modes of company and practice.
- ⊕ It has clear learner-centred policies and ways of dealing with learning programmes.
- ⊕ They can conduct off-site or worksite activities.
- ⊕ It has clear policies for assessment and its management.
- ⊕ Have policies for programme development in terms of content, people, procedures, practices, and resources.

The below indicators are based on the objectives of the NQF, for both qualifications and programs, that Providers:

- ⊕ Use the standards and integrate theory and practice.
- ⊕ Utilise suitable learning and assessment processes for the prescribed learning outcomes.
- ⊕ Better enable individual learners to contribute to the reconstruction and development of the country and the individual's social- political-economic development.
- ⊕ Facilitate and enhance access, mobility, and progression.
- ⊕ Redress previous inequities, particularly making available opportunities for those who could not previously access them.
- ⊕ Periodically collect, store and report information describing achievements for each of the other indicators.

Therefore, learner-centeredness, relevance, democratic ways of operating, flexibility within the system, increasing access, transparency, accountability, recognition of prior learning and critical learning and teaching styles underpin SAQA's sense of quality. All of these are outlined in the SAQA Criteria and Guidelines for Providers document and it supports the notion of quality development as a 'process', rather than a quality management 'system', per say.

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All the above features of SAQA's orientation to quality are brought down to five (5) essential categories of criteria for assessment that are to be used to ensure that quality assurance and management exist. These categories of criteria are:

- ⊕ Baseline criteria.
- ⊕ A quality management continuum.
- ⊕ Outputs, inputs, and processes.
- ⊕ On-going improvement, accountability, and transparency.
- ⊕ Democratic company and practice.

ENJO Consultants (Pty) Ltd undertakes to adopt these principles and criteria to ensure delivery of quality systems and process to satisfy the needs of the client and the requirements of the relevant SETA. (See SAQA Quality Management Systems for Education and Training Providers).

Quality Management Systems Available

Total Quality Management (TQM)

Total Quality Management (TQM) sees the objective of quality management and quality assurance as part of the process of managing a changing company, culture and environment and using change management to align the mission, culture and working practices of a company in pursuit of continued quality improvement. TQM thus views all quality management processes as being specifically designed to constantly challenge a company's current practices and performance and thus to improve a company's inputs and outputs. Part of this mission, for example, entails assessing where and when internal obstacles occur.

A critical element of the TQM method is that it is highly "people-orientated" and participative. It assumes that a quality culture is an integral and necessary part of a company, and that all line functions within a company are quality interfaces. This approach assumes that all members of a company are responsible for quality assurance (maintenance and improvement) and thus that quality is not a centralised activity but devolved to various functional and company levels. TQM can broadly be described as embodying six (6) critical principles, namely:

- ⊕ ENJO Consultants (Pty) Ltd undertakes to create an appropriate climate within ENJO Consultants (Pty) Ltd with regards to establishing a quality culture and empowering all members to participate in and take responsibility for quality improvement.
- ⊕ ENJO Consultants (Pty) Ltd will encourage questions to be asked about current inputs, processes, performance, and outcomes. This will require a process of research, analysis, measurement, and feedback, with a view to improving the current state of operations.
- ⊕ A customer orientation whereby customer requirements are agreed, and customers are an integral part of delivery. Regular progress evaluations will be carried out in all functions against identified customer needs and expectations. In TQM the customer is both an internal and an external stakeholder and target group and is the focus of all levels of ENJO Consultants (Pty) Ltd hierarchy.
- ⊕ Emphasis will be placed on statistical and quantitative research techniques to generate information. Surveys will be conducted on a regular basis to generate information and fact-finding data generated will be analysed and translated into action plans, indicators, and objectives for improvement. These plans will be compared with previous plans, and improvement quantified.
- ⊕ ENJO Consultants (Pty) Ltd undertakes to have a people-based and participative management philosophy that stresses problem-solving and seeking improvement opportunities in teams.

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- ⊕ Continuous quality improvement is the on-going objective of TQM and stresses that a company must remain cognizant of its purpose to strive for improvement. This sense of purpose will guide ENJO Consultants (Pty) Ltd in the allocation of resources to its plans.

Conformance to Specifications (CTS)

The purpose of a conformance model is to control each step of a production process so that products match technical specifications. In other words, the model specifies how a company's activities should be performing so that the output of ENJO Consultants (Pty) Ltd is in line with its specifications (as determined by ENJO Consultants (Pty) Ltd itself or by a customer.

Essential to this model is the documentary evidence that proves that such procedures have been followed and that quality has been achieved.

Each step in the process will be tracked and documented procedures to be followed will be set out in manuals. Therefore, it is not the actual company practices, or inputs, which are assessed, but the conformance of a company's procedures to a standard or specification will be assessed.

Conformance may be driven by external registered assessors who will inspect both the procedures manual and the various documents related to these procedures to validate conformance. This will be done to meet and maintain.

SAQA has a mandated responsibility to enhance quality in education and training. However, SAQA recognizes that quality management approaches will be developed from both a CTS and a TQM point of view, or from a combination of both.

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Quality Management Review Committee (QMRC) Policy		EFFECTIVE DATE:	03 March 2020
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Quality Management Review Committee (QMRC) Policy: P04 and PR04

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31 July 2018	John Sandys	Mr		V01
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Quality Management Review Committee (QMRC) Policy: P04 and PR04

This policy will ensure that a Quality Management Review Committee (QMRC) has been implemented to give the structure as what is expected of the committee.

Purpose

The policy will ensure that ENJO Consultants (Pty) Ltd has a properly functioning Quality Management Review Committee (QMRC) to ensure continuous monitoring, evaluation and review of all policies and procedures.

Scope

The scope of the procedure includes the following QMRC activities:

- ⊕ Planning
- ⊕ Conducting
- ⊕ Reporting

Policy Application

Existence of the (QMRC)

The QMRC will be implemented to ensure the quality of the QMS and the learning is maintained to ensure the best possible practices are maintained.

Composition of the QMRC

The QMRC will consist of the following persons and committees:

- ⊕ The Director – will be responsible as the chair of the committee.
- ⊕ The Training Manager.
- ⊕ The Financial and Admin Manager.
- ⊕ Representatives of the various functions/departments in the company, e.g. facilitators, assessors, moderator, and admin staff.

Activates, Plans and Reviews

The internal Quality Management System review programme will include:

- ⊕ Annual Management reviews.
- ⊕ Scheduled internal QMS system audits.
- ⊕ Bi-annual Quality Committee reviews.

Annual Management Reviews will include the following:

- ⊕ Determining the continuing suitability of Policies and Procedures against goals and objectives.
- ⊕ Analysing, discussing, and recording the results of Scheduled internal QMS system audits.
- ⊕ The recording of the results of Monthly Quality Committee reviews.
- ⊕ Identifying actions necessary to promote continual improvement.

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- ⊕ Implementing plans for continual improvement.

Scheduled Internal QMS System Audits

Scheduled internal QMS system audits will:

- ⊕ Be conducted by persons having no responsibilities in the areas being audited.
- ⊕ Cover all Policies and Procedures of the management system at least annually.
- ⊕ Be documented and corrective action taken to correct any deficiencies recorded.
- ⊕ Be followed -up to verify corrective actions are successful.

Quality Committee Reviews

Quality Committee reviews will:

- ⊕ Monitor the implementation of Policies and Procedures.
- ⊕ Review the results of scheduled QMS audits.
- ⊕ Follow -up and assist with corrective actions.
- ⊕ Prepare reports for the Management Team.

Management Review of ENJO Consultants (Pty) Ltd Quality Management System is conducted annually by the Director and the Quality Committee. The Quality Committee convenes the Management Review meeting and notifies all relevant personnel of the prescribed date, time, and place.

Meetings

The meeting is conducted in accordance with a standard agenda which include as a minimum the following criteria:

- ⊕ QMS review frequency.
- ⊕ QMS suitability, adequacy, and effectiveness.
- ⊕ QMS documentation status.
- ⊕ Review inputs.
- ⊕ Audit results.
- ⊕ Customer feedback.
- ⊕ Process performance.
- ⊕ Product (learning material, facilitation, assessment, moderation, and administration) conformance.
- ⊕ Corrective actions.
- ⊕ Preventive actions.
- ⊕ Previous review follow-ups.
- ⊕ Changes which could affect the Management Information System (MIS).
- ⊕ Review outputs.
- ⊕ Performance and improvement opportunities.
- ⊕ MS improvement.
- ⊕ Customer or Service improvement.
- ⊕ Resource needs.
- ⊕ Any other relevant business.

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Minutes of the meeting are documented and show the following information:

- ⊕ Date.
- ⊕ Time.
- ⊕ Venue.
- ⊕ Persons present
- ⊕ Apologies.
- ⊕ Minutes of matters discussed.
- ⊕ Action by.
- ⊕ Date due; and
- ⊕ Attachments.

Minutes of the meeting are distributed by the Director to all present and persons or areas affected by actions arising. Actions arising from the meeting are documented in the minutes and, if necessary, a corrective action and improvement programme is drawn up. Responsibility and due date are shown for all recorded actions.

The Director ensures that all actions are completed and closed out in the allocated time to ensure the Management System remains suitable, adequate, and effective in meeting the Company's Management Policy.

Documentation

The following documentation is required for implementation of this Procedure:

FORMS & TEMPLATES F&T 1: APPOINTMENT AS A MEMBER OF THE QUALITY MANAGEMENT REVIEW COMMITTEE (QMRC)
FORMS & TEMPLATES F&T 25: QUALITY MANAGEMENT SYSTEM MANAGER APPOINTMENT
FORMS & TEMPLATES F&T 56: MANAGEMENT SYSTEM REVIEW MEETING AGENDA
FORMS & TEMPLATES F&T 35: EXTERNAL VERIFICATION FORM SYSTEM REVIEW MEETING MINUTES FORMAT

Records

The following records are required to be maintained by implementation of this Procedure:

- ⊕ Agendas of Meetings.
- ⊕ Minutes of Quality Management Review meeting.
- ⊕ Quality Review Reports.
- ⊕ Corrective Action / Improvement Programme (as required).

Internal Audits

These need to:

- ⊕ Be conducted by persons having no responsibilities in the areas being audited.
- ⊕ Cover all Policies and Procedures of the quality management system (QMS) at least annually.
- ⊕ Be documented and corrective action taken to correct any deficiencies recorded.
- ⊕ be followed up to verify corrective actions are successful.

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External Audits

Will be conducted in the following manner:

- ⊕ Be conducted by persons having no responsibilities in the areas being audited i.e. the ETQA.
- ⊕ Cover all Policies and Procedures of the management system at least annually.
- ⊕ Be documented and corrective action taken to correct any deficiencies recorded.
- ⊕ Be followed -up to verify corrective actions are successful.

Flowchart (P04 and PR04; P06 and PR06): FC4: Quality Management Review Committee Process
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Audit/Review plan

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Strategic Management Policy: P05 and PR05

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Strategic Management Policy: P05 and PR05

Introduction

The Strategic Management of ENJO Consultants (Pty) Ltd is vested with the Director of the organisation and the execution and maintenance of a Total Quality Management System (TQMS) way of operation of the organisation is undertaken by the Director, as the principal executive official. It is ENJO Consultants (Pty) Ltd Policy therefore, that the Strategic Management of the organisation will be a joint effort between the Director and the Management Committee.

The Management Committee is composed of the following:

- ⊕ The Director of ENJO Consultants (Pty) Ltd.
- ⊕ Training Manager.
- ⊕ Financial and Admin Manager.

ENJO Consultants (Pty) Ltd 's organisational structure is shown in the business plan of ENJO Consultants (Pty) Ltd.

Purpose

The purpose of this document is to provide a guideline for the strategic management process.

Scope

This document is intended for all employees, full time and contractual, of ENJO Consultants (Pty) Ltd and covers all operational activities of the company.

Refer to the ENJO Consultants (Pty) Ltd organisational structure as shown in the business plan of ENJO Consultants (Pty) Ltd.

Policy Application

The Director is responsible for ensuring the following strategic management functions for Annual Budget; are implemented:

- ⊕ Obtain and maintain permanent accreditation with the relevant SETA/ETQA or professional bodies.
- ⊕ Move forward with a clear purpose and direction, staying abreast of the latest trends in the fields Annual Budget.
- ⊕ operate in.
- ⊕ Five-year strategic plan.
- ⊕ Annual business plan.
- ⊕ Quality Management System.
- ⊕ Market ENJO Consultants (Pty) Ltd Products and Services effectively.
- ⊕ Define, structure, and maintain ENJO Consultants (Pty) Ltd policies and objectives and ensure these remain relevant to their purpose.
- ⊕ Establish ENJO Consultants (Pty) Ltd organisational structures.
- ⊕ Document responsibilities and authorities.

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- ⊕ Provide and maintain adequate physical resources for services offered.
- ⊕ Staff recruitment, development, and deployment.
- ⊕ Conduct regular management reviews.
- ⊕ Consult regularly with external bodies.
- ⊕ ENJO Consultants (Pty) Ltd internal Quality Management System audits will review the effectiveness of implementation of all Management Board functions.

Documentation/ References

The following documents will be generated/required for the implementation of this policy.

- ⊕ Accreditation documentation.
- ⊕ Five-year strategic plan.
- ⊕ Annual business plan.
- ⊕ QMS policies and procedures.
- ⊕ Marketing strategy.
- ⊕ Staff recruitment and development plan.
- ⊕ Results and analysis of management reviews.
- ⊕ Results and analysis of QA and QMS reviews.
- ⊕ Latest legislative and skills development trends.
- ⊕ Minutes of Management committee meetings.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P06 & PR06
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Registration & Accreditation Policy	EFFECTIVE DATE:	03 March 2020
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Quality Management System Review Policy: P06 and PR06

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Quality Management System Review Policy: P06 and PR06

Introduction

ENJO Consultants (Pty) Ltd will establish and maintain a Programme of Internal Quality Management System Reviews to ensure the continued efficient and effective operation of the Quality Management System, and to promote continual improvement.

The management of quality is aimed at maintaining the compliance of employees related to best practices and quality procedures within the quality management system. Management remains fully responsible for the maintenance of the QMS and therefore the need for a quality report mechanism forms part of the system. The quality report does not replace the disciplinary processes, nor does it act as a counselling mechanism. The main application of a quality report is to draw the attention of an employee or role-player to the substandard condition or action and secondly to obtain a corrective solution to prevent a reoccurrence.

The internal Quality Management System review programme will include:

- ⊕ Bi-annual Management reviews
- ⊕ Scheduled internal QMS system audits.
- ⊕ Quarterly/adhoc Quality Committee reviews.

Bi-annual Management Reviews will include the following:

- ⊕ Determining the compliance of employees related to best practices and procedures within the QMS.
- ⊕ Determining the continuing suitability of Policies and Procedures against goals and objectives.
- ⊕ Analysing the results of Scheduled internal QMS audits.
- ⊕ Analysing the results of quarterly/adhoc Quality Committee reviews.
- ⊕ Discussing, planning, and implementing actions necessary to promote continual improvement.

Quality Reports

The quality report is used to record non-conformance incidents and will be used during the monthly QMS audits. Examples of activities of non-conformance include but are not limited to:

- ⊕ Training related problems.
- ⊕ Assessment related problems.
- ⊕ Appeals/ complaints by learners.
- ⊕ The effective handling of customer complaints and queries.
- ⊕ Other substandard condition or act that results in non-conformance of the QMS.

Quality reports are kept in a Quality Register that has the following folders:

- ⊕ Quality Report Register.
- ⊕ Outstanding Reports.
- ⊕ Completed Reports.

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The Quality report needs to:

- ⊕ Be directed at the person who did not conform.
- ⊕ Reflect the incident or non-conformance that warrants the report.
- ⊕ Indicate the required corrective action.
- ⊕ Preventative measures for the correction action need to be recorded to prevent a reoccurrence.
- ⊕ Contain the agreed target date for the required corrective action that the responsible person must take.
- ⊕ Be captured on the Quality Report Register.

Procedure for issuing a Quality Report:

- ⊕ The original report is completed and given to the person who did not comply with policies/procedures.
- ⊕ A copy of the completed report is saved in the Quality Report Register in the Outstanding Report folder.
- ⊕ The originator of the report keeps track of the action date to follow-up with the person to whom the report is issued.
- ⊕ Once the completed report is returned to the originator it is scanned and saved in the Completed Report folder of the Quality Report Register.
- ⊕ The original Outstanding Report is moved to the archive.
- ⊕ The originator signs off the Report and updates the Quality Report Register.
- ⊕ The quality report is discussed during the monthly Internal Quality Committee Review Meetings.

In cases where the content of a quality report gives rise to disciplinary procedures it needs to be dealt with in accordance with the disciplinary policy and procedures.

Scheduled Internal Quality Management System (QMS) Audits

Scheduled internal QMS system audits of the system will:

- ⊕ Be conducted by persons having no responsibilities in the areas being audited.
- ⊕ Cover all Policies and Procedures of the management system at least annually.
- ⊕ Be documented in Quality Reports and corrective action taken to correct any deficiencies recorded.
- ⊕ Be followed up to verify corrective actions are successful.

Quarterly Quality Committee Reviews

Quarterly Quality Committee reviews will:

- ⊕ Monitor the implementation of Policies and Procedures.
- ⊕ Review the results of scheduled QMS audits.
- ⊕ Follow -up and assist with corrective actions.
- ⊕ Prepare reports for the Management Committee.

Purpose

The purpose of this Procedure is to detail requirements for conducting management review of ENJO Consultants (Pty) Ltd Quality Management System to ensure the system remains suitable, adequate, and effective in meeting ENJO Consultants (Pty) Ltd objectives.

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Scope

The scope of the procedure includes the following Quality Management System Review activities:

- ⊕ Planning.
- ⊕ Conducting.
- ⊕ Reporting.

References

- ⊕ National Qualifications Framework Act (No 67 of 2008).
- ⊕ SAQA Regulation No R1127 of 1998.
- ⊕ South African Qualifications Act (Act 58 of 1995).
- ⊕ SAQA Regulation No R452 of 1998.
- ⊕ SAQA Regulation No R1127 of 1998.
- ⊕ Skills Development Act (Act 97 of 1998).
- ⊕ Skills Development Levies Act (Act 9 of 1999).
- ⊕ Further Education and Training Act (Act 98 of 1998).
- ⊕ Employment Equity Act (Act 55 of 1998).
- ⊕ ISO 9001.
- ⊕ Institutions Act (Act 84 of 1996).
- ⊕ Higher Education and Training Act (Act 101 of 1997).
- ⊕ Adult Based Education and Training Act (Act 52 of 2000).
- ⊕ National Education Policy Act (Act 27 of 1996).
- ⊕ Higher Education Amendment Act (No 39 of 2008).
- ⊕ General and Further Education and Training Quality Assurance Amendment Act (No 50 of 2008).
- ⊕ QCTO Policies and Procedures.
- ⊕ Skills Development Amendment Act (No 37 of 2008).

Definitions

Glossary	Definition
Quality Management System	system for establishing and implementing Policies and Objectives
Review	activity to verify suitability, adequacy, and effectiveness of subject matter.
Continual Improvement	the dynamic notion of Quality as a continuous event to ensure the continual development and redevelopment of Policies, Procedures, Qualifications and Standards to meet specified needs.

Responsibilities

The responsibility for implementing the requirements of this procedure rests with ENJO Consultants (Pty) Ltd Management committee, the Director, and the Quality Committee.

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Procedure

Planning

Quality Management System Review of ENJO Consultants (Pty) Ltd Quality Management System is conducted at scheduled times annually by the Management Committee, the Director, and the Quality Committee. The planning for the review process should include the following activities:

- ⊕ Annual QMS audits which include, analysis of
 - Continual evaluation of facilitation, assessment, and moderation.
 - Assessment results.
 - General feedback from clients (complaints and praises).
 - Enrolment forms.
 - Learning material.
 - Irregularities, and any other related matters.
- ⊕ Internal Quality Management System Review Report (See attached proposed Review Report)
- ⊕ Quality Reports issued for non-conformance.
- ⊕ Quarterly Quality Committee Reviews.
- ⊕ Quarterly Quality Management System Review Meetings.

The Quality Committee convenes the Quality Management Review meeting and notifies all relevant personnel of the prescribed date, time, and place. This meeting is to be scheduled on a quarterly basis.

Conducting

The QMS Review is a continuous process that is informed by continuous evaluation/review that is built into each major activity performed by all departments within ENJO Consultants (Pty) Ltd. It is furthermore informed by the quarterly QMS audits and Quality Committee Reviews.

The meeting is conducted in accordance with a standard agenda which includes as a minimum the following criteria:

- ⊕ QMS review frequency.
- ⊕ QMS suitability, adequacy, and effectiveness.
- ⊕ QMS documentation status.
- ⊕ Review inputs.
- ⊕ Audit results.
- ⊕ Customer feedback.
- ⊕ Process performance.
- ⊕ Product conformance (learning programme, facilitation, assessment, moderation).
- ⊕ Corrective actions.
- ⊕ Preventive actions.
- ⊕ Previous review follow-ups.
- ⊕ Changes which could affect the Management Information System (MIS).
- ⊕ Review outputs.
- ⊕ Performance and improvement opportunities.
- ⊕ MIS improvement.
- ⊕ Customer or Service improvement
- ⊕ Resource needs.
- ⊕ Any other relevant business.

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Minutes of the Meeting

Minutes of the meeting are documented and show the following information:

- ⊕ Date.
- ⊕ Time.
- ⊕ Venue.
- ⊕ Persons present.
- ⊕ Apologies.
- ⊕ Minutes.
- ⊕ Action by.
- ⊕ Date due.
- ⊕ Attachments.

Minutes of the meeting are distributed by the Director to all present and persons or areas affected by actions arising. Actions arising from the meeting are documented in the minutes and, if necessary, a corrective action and improvement programme is drawn up. Responsibility and due date are shown for all recorded actions.

The Director ensures that all actions are completed and closed out in the allocated time to ensure the Management System remains suitable, adequate, and effective in meeting the Companies Management Policy.

Documentation

The following documentation is required for implementation of this Procedure:

- ⊕ Management System Review Meeting Agenda.
- ⊕ Management System Review Meeting Minutes.
- ⊕ Quality Reports.
- ⊕ QMS Review Report.

Records

The following records are required to be maintained by implementation of this Procedure:

- ⊕ Minutes of Management Review meeting.
- ⊕ Corrective Action/Improvement Programme (as required).
- ⊕ Quality Register.

Document ID	Description

Flowchart (P06 and PR06): FC 5a: Quality Management system Review
Flowchart (P06 and PR06): FC 5b: Quality Management system Review

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ENJO Consultants (Pty) Ltd		REFERENCE:	P07 & PR07
POLICIES AND PROCEDURES		DATE COMPILED:	01 February 2020
Secondary Provider Policy		EFFECTIVE DATE:	03 March 2020
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Secondary Provider Policy: P07 and PR07

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
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Secondary Provider Policy: P07 and PR07

Purpose

The purpose of this document is to describe ENJO Consultants (Pty) Ltd guidelines with regards to seeking accreditation as a secondary provider for programmes that fall outside the scope of the primary SETA/ETQA.

Definitions

Glossary	Definition
Secondary Provider	means a training provider which is accredited with a specific SETA (Primary SETA) and is registered with another SETA to deliver learning programmes which culminate in specified National Qualifications Framework standards or qualifications and manages the assessment thereof. For purposes of clarity this is called a MoU Programme Approval Provider.
Memorandum of Understanding (MoU)	is an agreement that is in place between the primary SETA that accredited ENJO Consultants (Pty) Ltd and another SETA that falls outside the scope of the primary SETA.

Memorandum of Understanding (MoU) Programme Approval is awarded by a secondary Quality Assurance body to providers who are already accredited by another Quality Assurance Body and encompasses the provider meeting prescribed criteria for the awarding of programme approval. The award of MoU programme approval is subject to:

- ⊕ A Memorandum of understanding being in place between the secondary ETQA and the Primary Accrediting Body.
- ⊕ Accreditation documentation confirming the currency and ongoing validity of the provider's accreditation with the accrediting quality assurance body.
- ⊕ The MoU Programme Approval duration is directly linked to the currency of the Primary SETA's accreditation end date.

Scope

This document is intended for all employees of ENJO Consultants (Pty) Ltd.

Procedure

The procedure to be followed consists of the following criteria:

- ⊕ Confirm ENJO Consultants (Pty) Ltd accreditation with the primary accreditation body.
- ⊕ Determine whether the unit standards/qualifications that ENJO Consultants (Pty) Ltd wants to present fall within the scope of the primary accreditation body.
- ⊕ In the case of programmes falling outside the scope of the primary accreditation body, ENJO Consultants (Pty) Ltd must determine the SETA/ETQA which accredits the specific programmes.
- ⊕ Once ENJO Consultants (Pty) Ltd has determined the relevant accreditation body ENJO Consultants (Pty) Ltd needs to approach the primary accreditation body to put an MoU in place.

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Application for Memorandum of Understanding

The following steps must be taken when applying for a Memorandum of Understanding:

- ⊕ Apply to the QCTO.
- ⊕ Complete and apply for a Memorandum of Understanding with another SETA to the primary SETA.
- ⊕ Obtain acknowledgment of receipt from the relevant SETA.
- ⊕ If applicable, pay the required fee as stipulated by the SETA.
- ⊕ The primary accreditation body enters a MoU with the secondary ETQA according to their policies and procedures.

Roles and Responsibilities of the Parties Involved in the MOU

- ⊕ The MoU stipulates the roles and responsibilities of the primary and secondary accreditation bodies.
- ⊕ The primary accreditation body is responsible for the quality assurance of ENJO Consultants (Pty) Ltd while the secondary ETQA is responsible for programme approval, registration of assessors, moderators and learners for the specific programmes, quality assurance of the training provision, assessment and moderation, the awarding of credits for successful candidates and the certification of the programmes.

Programme Approval

The following steps need to be followed for programme approval from a secondary ETQA:

- ⊕ Register assessor/s and moderator/s for the relevant training programme/s.
- ⊕ Submit learning material (Learner guide, PoE, facilitator/assessment and moderation guide) for approval.
- ⊕ Obtain an acknowledgment of receipt must be obtained from the relevant SETA.
- ⊕ If applicable pay the required fee as stipulated by the SETA.

Site Visit

Once the relevant secondary ETQA/Professional body has approved the MoU, they would want to do a site visit. The following procedure must be followed for the site visit:

- ⊕ Schedule a visit with the ETQA/Professional body.
- ⊕ Conduct preparation for the site visit. In the case of a secondary accreditation ETQA, the focus of the visit will be on the programme delivery, programme materials and resources, assessment, moderation and recording of results.
- ⊕ Receive site visit confirmation from the ETQA/Professional body.
- ⊕ ETQA conducts site visit is conducted.
- ⊕ Receive feedback on programme approval status from the SETA ETQA.

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Programme Approval

Granting of Programme Approval

Written notification of programme approval must be received from the secondary SETA including:

- ⊕ ETQA report.
- ⊕ Provider programme approval certificate.
- ⊕ Copy of the MoU.
- ⊕ Corporate identity disc.
- ⊕ Reporting learner's disc.

Programme Approval Status Not Granted

In the event of programme approval not being granted the following procedure should be followed:

- ⊕ Notify the Accreditation Manager at the relevant ETQA/Professional Body in writing that ENJO Consultants (Pty) Ltd will be appealing against the programme approval decision and whether ENJO Consultants (Pty) Ltd wishes to appear at an appeal hearing.
- ⊕ Attend the appeals hearing.
- ⊕ Confirm whether new application for programme approval may be made.
- ⊕ If positive, improve shortcomings in application.
- ⊕ Carry out re-application process.

Documents Required for the Implementation of this Procedure

The following documents are required for the application of accreditation/extension of scope/programme approval:

- ⊕ Quality Management System Policies and Procedures (QMS).
- ⊕ Company registration documents.
- ⊕ Financial documents including Tax clearance certificate.
- ⊕ SAQA registered qualification aligned learning material.
- ⊕ Service Level Agreements with registered assessors and moderators.
- ⊕ Accreditation documentation from the primary ETQA/Professional Body.
- ⊕ Application for the MoU.
- ⊕ Any other relevant documentation and evidence required by the ETQA/Professional Body.

Flowchart (P07 and PR07): FC 6: Accreditation Secondary Provider Procedure

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ENJO Consultants (Pty) Ltd	REFERENCE:	P08 & PR08
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
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Preventative Action Policy: P08 and PR08

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15 July 2017	John Sandys	Mr		V01
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Preventative Action Policy: P08 and PR08

Purpose of This Policy

To guide the employees as to the steps to take to prevent a situation that could cause a challenge in the organisation.

Definitions

Glossary	Definition
Preventative actions	pro-active to something which could go wrong, and these are actions taken to stop it from happening, or to stop it from becoming too severe
Non - conformance	if something has already gone wrong, it is a non-conformance see non-conformance policy and procedure that is addressed with corrective actions.

To identify risks that need preventive action, adequate monitoring and controls must be in place in the quality system to assure that potential problems are identified and eliminated before they happen. If something in the quality system indicates that a possible problem may develop, a preventive action must be implemented to avert it and then eliminate the potential situation.

Scope

This document is intended for all employees of ENJO Consultants (Pty) Ltd and relates to all activities, policies, and procedures within the Company.

Procedure

Identify Opportunities for Preventative Action

Opportunities for preventive action can be identified in several ways:

- ⊕ Through the management review process.
- ⊕ Process/Performance monitoring.
- ⊕ Analysis of warranty data and customer feedback for trends.
- ⊕ Process analysis.
- ⊕ Look for trends in the root causes of corrective actions.
- ⊕ Risk assessment, FMEA (Failure Mode Effects Analysis) – i.e. what could go wrong and what would happen if it did).
- ⊕ Employee suggestions for improvement.
- ⊕ Contingency planning.
- ⊕ Disaster recovery planning.
- ⊕ Monitoring changes in legislation, regulations.
- ⊕ Reviewing changes in the marketplace.
- ⊕ Assessing new technology.
- ⊕ Internal/External Quality Audit Findings.
- ⊕ Employee observation.

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Once ENJO Consultants (Pty) Ltd has identified potential problems and possible effects, then:

- ⊕ Assess how likely it is to happen.
- ⊕ Assess whether the costs associated with reducing the risk are worth it.
- ⊕ Record the reasons for deciding follow-up actions (decision could include not doing anything at all).
- ⊕ Keep records of preventative actions identified and preventative actions implemented.

Implementation of the procedure includes the following:

- ⊕ Analyse the process or product characteristics for negative trends that, if left alone, could drift into a nonconformity. Such analysis can be documented into a control plan.
- ⊕ Install warning systems to identify when a process is drifting into a nonconformity. Statistical process control charts provide excellent alarms.
- ⊕ Review non-conformances found in similar processes, products, or companies for ideas that could be applied to your business. Benchmarking similar companies is great for brainstorming preventive actions.
- ⊕ Perform risk analysis to uncover latent hazards.
- ⊕ Implement lean thinking to eliminate wastes, which are obvious signals of latent causes of future defects.
- ⊕ Establish a more rigorous training programs to continuously improve your employee's skills. Regular training introduces new ideas into your organization that can be sources of innovation that prevent nonconformities.
- ⊕ Introduce disaster recovery, security, and contingency plans for unpredictable situations, hazards, or safety conditions.
- ⊕ Set up preventive maintenance & calibration control programs to ensure your equipment is always safe, available, and performing optimally.
- ⊕ Begin supplier surveillance audits to assist your supply chain in delivering quality product to you consistently.
- ⊕ Analyse your process capabilities to create a foundation for improvement.
- ⊕ Record all findings in a Preventative Action Procedure Report.

Preventive Action Procedure Report

The Preventive Action Procedure report includes information on:

- ⊕ How the potential problem was identified.
- ⊕ Where and how it should be recorded.
- ⊕ How the cause should be investigated, and by who?
- ⊕ Deciding on what action will be taken.
- ⊕ How to record the actions taken.
- ⊕ Assessing the solution for effectiveness and documenting the evidence to support your decision.
- ⊕ When and who can finally close the issue.

The records you keep on preventive actions you have taken, provide evidence that an effective quality system has been implemented and that it is able to anticipate, identify and eliminate potential problems.

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Documents Required for the Implementation of this Procedure

The following documents are required for the application of accreditation/extension of scope/programme approval:

- ⊕ Quality Management System Policies and Procedures (QMS).
- ⊕ Facilitator review reports.
- ⊕ Learner feedback reports.
- ⊕ Assessor review reports.
- ⊕ QMS audit reports.
- ⊕ Quality Committee reviews.
- ⊕ Preventive action review report.

Flowchart (P08 and PR08): FC 7: Preventative Action Procedure

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Anti-bribery and Corruption Policy: P09 and PR09

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03 March 2020	John Sandys	Mr		V01

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Anti-bribery and Corruption Policy: P09and PR09

Introduction

Bribery is a criminal offence and corrupt acts expose ENJO Consultants (Pty) Ltd and its employees to the risk of prosecution, substantial fines, and imprisonment. It also endangers the reputation of ENJO Consultants (Pty) Ltd, who prides itself as a training provider who bases all dealings with clients on ethical values.

ENJO Consultants (Pty) Ltd meets both regulatory and voluntary standards of excellence in its campaign to maintain ethical standards to prevent bribery and corruption in all its business operations.

All ENJO Consultants (Pty) Ltd employees are voluntary members of Unashamedly Ethical thus committing themselves to ethical behaviour on all platforms.

Purpose

The purpose of this policy document is to:

- ⊕ Set the minimum required standard for preventing bribery and corruption within ENJO Consultants (Pty) Ltd.

This policy reflects not only our cultural and ethical commitment to preventing bribery but also compliance with applicable legal and regulatory requirements in the various jurisdictions in which ENJO Consultants (Pty) Ltd operates.

Definitions

Glossary	Definition
Bribery	is where a person offers, promises, gives or receives, demands, solicits or accepts something of value, whether it is financial or other advantage to/from another person with the intention to bring about improper performance by that other person of a relevant function or activity or to reward such improper performance. It also includes situations where the offer or acceptance of the advantage is improper
Corruption	is defined as the “abuse of your power for personal gain” and bribery and fraud are aspects of corrupt practices.

Scope

This policy applies to all employees at ENJO Consultants (Pty) Ltd. The scope of this policy is all business, skills development and training activities conducted by ENJO Consultants (Pty) Ltd whether with the private sector or public sector.

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Policy Application

General Principles

- ⊕ ENJO Consultants (Pty) Ltd is committed to maintaining the highest standards of honesty, integrity, and ethical conduct.
- ⊕ This policy upholds our commitment to the fight against bribery and corruption, in both private and public-sector business transactions, facilitation, assessment, moderation and certification procedures.
- ⊕ The ENJO Consultants (Pty) Ltd Code of Conduct is communicated to all employees as well as learners.

This Code of Conduct defines and addresses ethical behaviour and the required standards of conduct:

- Ethical behaviour.
- Conflict of interest.
- The offering and acceptance of gifts, benefits, and hospitality.
- Confidential information and privacy.
- ⊕ It should however be remembered that unethical conduct may or may not constitute illegal or corrupt behaviour.

Procedures for preventing Bribery and Corruption

The procedures adopted by ENJO Consultants (Pty) Ltd to prevent bribery and corruption include:

- ⊕ Applying appropriate due diligence procedures and taking risk- based approach to ensure compliance with all applicable laws and regulations related to anti-bribery and corruption.
- ⊕ Risk assessment conducted periodically (through internal moderation and external verification) aimed at key compliance risks, including the risks of bribery and corruption during marketing, financial, assessment and moderation processes.
- ⊕ Training and communication of procedures to prevent and detect bribery and corruption, including procedures to prevent facilitation payments.
- ⊕ Procedures to monitor and review processes including the investigation, responses and reporting of violations, incidents and other control weaknesses as well as implementing areas for improvement.

Breach of policy

It is the responsibility of every employee to comply with this policy and failure to do so could amount to gross misconduct and a material breach of the contract of employment.

Any person, whether or not a member of ENJO Consultants (Pty) Ltd , who on reasonable grounds believes that any employee of ENJO Consultants (Pty) Ltd or ENJO Consultants (Pty) Ltd has breached this Policy may complain in writing to Management specifying details of the alleged breach.

Breaches of the policy may result in disciplinary action. Complaints will be dealt with in accordance with relevant Company policy and procedure. All cases of alleged bribery and corruption will be investigated and will be dealt with in accordance with the Disciplinary Code and could include criminal liability and immediate termination of employment with cause.

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Related policies

- ⊕ Human Resource.
- ⊕ Code of Conduct.
- ⊕ Grievance.
- ⊕ Disciplinary code.
- ⊕ Financial Management.
- ⊕ Procurement.
- ⊕ Assessment policy.
- ⊕ Moderation policy.
- ⊕ Appeals policy.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P10 & PR10
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Impact Assessment Policy: P10 and PR10

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
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Impact Assessment Policy: P10 and PR10

Purpose

The purpose of this policy is to describe how the impact of training will be tracked and assessed to ensure whether each training programme results in what it was intended for. It will also ensure that the clients who are investing in the training programme obtain the positive return on investment on their investment made in training.

The rationale for the inclusion of this policy in the QMS of ENJO Consultants (Pty) Ltd emanates from the lack of accountability by all stakeholders after the completion of the training intervention. It has been found that ENJO Consultants (Pty) Ltd cannot always account for the whereabouts of the learners who have completed the training. ENJO Consultants (Pty) Ltd therefore cannot tell whether the training programme has had the intended impact. The ultimate impact for a training intervention is:

- ⊕ Improved work operations and performance.
- ⊕ Job promotions; and
- ⊕ Employability.

Scope

The scope of this policy includes detailing the system that will be deployed to ensure that impact assessment is successfully carried out. It also includes the clarification of responsibilities of all stakeholders as well as the development of tools and/or working documents which will be used.

Responsibility

The responsibilities in relation to this policy are as follows:

- ⊕ **Training provider** - initiating and managing the system.
- ⊕ **Learners** – Provide continuous feedback on how training is assisting them.
- ⊕ **Clients/organisations/departments** – the supervisors:
 - monitor how the performance of employees / learners who attended the programme has improved in the workplace.
 - provide feedback and recommendations.
- ⊕ **The relevant ETQA** – as a quality assurance body – will request feedback from the training provider on the impact of training programmes concluded.

Policy Statement

The policy needs to ensure that all learners who have completed the programme are tracked and their progress is recorded. It aims to ensure that the objectives and intentions of different learning programmes are realised once the learners have successfully completed the training programmes. It will serve as a type of aftercare system which will be implemented and managed by ENJO Consultants (Pty) Ltd.

This policy appreciates the fact that training does not end with the certification with the certification of learners. It is for this reason that the post training system will be implemented to ensure that learners are able to implement the knowledge and skills obtained during the learning programme. ENJO Consultants (Pty)

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Ltd will work together with the employers and successful learners to assess the impact the learning programme had on the life of the learners and their performance in the workplace.

The policy will also assist ENJO Consultants (Pty) Ltd to provide feedback to the relevant ETQA on the effectiveness of the learning programmes. This policy will test the relevance of the learning programmes registered by SAQA and the QCTO. It will ensure continuous improvement and will strengthen the relationship between ENJO Consultants (Pty) Ltd and the workplace, which directly responds to the NSDS III goals.

Procedures and Processes

The following avenues will be used to ensure that impact assessment is conducted successfully and the continuous interaction with learners and organisations involved is maintained:

- ⊕ Electronic mail, WhatsApp, and SMS.
- ⊕ Including success stories in newsletters.
- ⊕ Facebook and/or Twitter – affordable social media.
- ⊕ Site visits – observation and interviews.

Process involving the use of electronic mail:

- ⊕ ENJO Consultants (Pty) Ltd has a database where the e-mail addresses and cell numbers of all learners are recorded at the onset of the training.
- ⊕ On completion of the programme, learners return to the workplace.
- ⊕ The electronic mail, WhatsApp, and SMS system for the purpose of assessing impact is initiated.
- ⊕ ENJO Consultants (Pty) Ltd will request monthly feedback requests from all parties.
- ⊕ The feedback is consolidated monthly and an impact assessment report is produced.
- ⊕ Where changes in the training are required, they are affected as soon as it is qualified.

FORMS & TEMPLATES F&T 71: IMPACT ASSESSMENT TOOL

Flowchart (P10 and PR10): FC 8: Impact Assessment

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Occupational Health & Safety Policy: P11 and PR11

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Occupational Health & Safety Policy: P11 and PR11

Introduction

Occupational Health and Safety Act 85 of 1993, requires the employer to provide and maintain as far as reasonable and practical a work environment that is safe and without risk to the health of employees. This means the employer must ensure that the workplace is free of hazardous ergonomics and substances, microorganisms etc, which may cause injury or diseases. Where this is not possible, the employer must inform the employees of the risks and dangers, and how these may be prevented.

ENJO Consultants (Pty) Ltd is legally obliged and committed to create a healthy and safe working environment for all its employees, clients, and learners.

Purpose

The purpose of this policy is to establish minimum standards and requirements of occupational health and safety for ENJO Consultants (Pty) Ltd to reduce the risk by:

- ⊕ Identifying hazards and possible risks causing incidents and accidents.
- ⊕ Setting standards of practice, procedures, and accountability.
- ⊕ Measuring performance against standards.
- ⊕ Evaluating compliance with standards.
- ⊕ Correcting deficiencies, deviations, and set standards of procedures to be followed.
- ⊕ Creating and maintaining a healthy and a safe work environment.

Definitions

Glossary	Definition
Act	means the Occupational Health and Safety Act 85 of 1993.
Accident	means any accident arising out of and during an employee's employment and resulting in a personal injury, illness, or death of the employee.
Chief fire coordinator	means contingency officer who is responsible for the coordination of fire team in the designated areas.
Contingency Plan	means any action that is to be activated during any emergency to prevent and/or combat or counteract the effects and results of an emergency where life or property is threatened.
Contingency Officers	for the purpose of this policy means an Occupational Health and Safety representative.
Compensation Commissioner	means the Compensation Commissioner appointed under Section 2 of the Compensation for Occupational Injuries and Diseases Act 1993
Danger	means anything that may cause injury or damage to persons or property.
Employer	means the Director of ENJO Consultants (Pty) Ltd or the official to whom the responsibility for compliance with the Act has been delegated

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Glossary	Definition
Employee	means any person who is employed by or works for the employer and who receives or is entitled to receive any remuneration or who works under the direction or supervision of the employer.
Hazard	means any source of/or exposure to danger.
Healthy	means free from illness or injury attributable to occupational causes.
Health and safety standard	means any standard irrespective of whether; it has the force of Law, which if applied for the purpose of this policy, will in the opinion of the Director promote the attainment of objectives of this policy.
Inspector	means an Occupational Health and Safety Inspector of the Department of Labour
Occupational health	includes occupational hygiene, occupational medicine, and biological monitoring.
Occupational Health and Safety Representative (OHSR)	means authorized person designated to perform health and safety duties in ENJO Consultants (Pty) Ltd
Occupational Health and Safety Committee	means a committee established under section 19 of the Occupational Health and Safety Act 85 of 1993
Occupational Hygiene	means anticipation, recognition evaluation and control of conditions arising in or from the workplace, which may cause illness or adverse health effects to persons.
Occupational medicine	means the prevention, diagnosis and treatment of illness, injury and adverse health effects associated with a work.
Premises	include any building, vehicle or aircraft owned by ENJO Consultants (Pty) Ltd.
Proper use	means use of any item with reasonable care, and with due regard for any information, instruction or advice supplied by the designer, manufacturer, importer seller or supplier.
Risk	means the probability that injury or damage will occur.
Safe	means free from any hazard.
Workplace	means any premises or place where an official of ENJO Consultants (Pty) Ltd performs work during her/his employment.

Scope

This document is intended to govern all aspects of health and safety in ENJO Consultants (Pty) Ltd including Employee and Employer safety as well as all external entities working within ENJO Consultants (Pty) Ltd as well as on a contractual basis.

This policy applies to all employees, stakeholders, and customers within ENJO Consultants (Pty) Ltd premises.

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Legal Framework

This policy document is written in accordance with the Occupational Health and Safety Act 85 of 1993 and should be read in accordance with the Act and any amendments made.

The directives from which this policy is derived are:

- ⊕ Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).
- ⊕ Occupational Health and Safety Act 85 of 1993, as amended and regulated issues in terms of section 43 of the Act.
- ⊕ Compensation for Occupational Injuries and Diseases Act 130 of 1993, as amended.
- ⊕ Basic Conditions for Employment Act 75 of 1997, as amended.
- ⊕ Labour Relations Act 66 of 1995, as amended.
- ⊕ Employment Equity Act 55 of 1998, as amended.
- ⊕ Disaster Management Act 57 of 2000 as amended.
- ⊕ Fire brigade Act 99 of 1997 as amended.
- ⊕ Hazardous Substance Act 15 of 1973 as amended.
- ⊕ National Water Act 36 of 1998.
- ⊕ National Building Regulation act 103 of 1977.
- ⊕ National Environmental Management Act 107 of 1998.
- ⊕ Environmental Conservation act 73 of 1989.
- ⊕ Road Transportation Act 74 of 1979 as amended.
- ⊕ Tobacco control act 83 of 1993 as amended.
- ⊕ Public Service Regulations, 2001, as amended.
- ⊕ Access to Public Premises and Vehicles Act 53 of 1985.
- ⊕ National Health Act 61 of 2003.

The OHS Act is available at <http://www.LAbour.gov.za/downloads/legisLAation/acts/occupational-health-and-safety/amendments>

Policy Application

It is ENJO Consultants (Pty) Ltd policy to prevent, as far as is possible, any accident or injury to employees, stakeholders, and customers.

ENJO Consultants (Pty) Ltd will always strive to ensure and enhance a healthy and safe work environment. To achieve this objective, adherence to this policy shall be expected from employees at all levels.

Responsibilities and Obligations

ENJO Consultants (Pty) Ltd assumes the responsibility to provide and maintain, as far as is reasonable, a working environment that is healthy to all its employees, stakeholders, and customers.

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General Duties of ENJO Consultants (Pty) Ltd as Employer to Employees and customers/learners

ENJO Consultants (Pty) Ltd shall provide and maintain all equipment that is necessary to perform work and all systems according to which work must be done, in a condition that will not affect the health and safety of employees and/or customers/learners. Protective equipment should be provided where it is required to mitigate risks and hazards.

The Employer shall:

- ⊕ Take measures to protect employee's and customer's health and safety against hazards that may result from the production, processing, use, handling, storage, or transportation of articles/substances i.e. anything that employees encounter at work.
- ⊕ Ensure that contingency officers are equipped with the first aid kit that would be accessible to all employees and/or customers/learners in case of emergency.
- ⊕ Identify potential hazards which may be present while work is being done, something is being produced, processed, used, stored, or transported.
- ⊕ Provide precautionary measures and means to implement the measures that are necessary for any equipment, which is being used to protect employees against hazards. This must be done by providing the necessary information, instructions, training and supervision while keeping the extent of employee's or learner's competence in mind, i.e. a list of what employees may and may not do, (e.g. not permit anyone to carry on with any task unless the necessary precautionary measures have been taken).
- ⊕ Take steps to ensure that every employee within his/her employment or any learner who is involved in training complies with the requirements of this policy.
- ⊕ Enforce the necessary control measures in the interest of health and safety.
- ⊕ Ensure that each employee is trained and understands the hazards associated with the work he/she is performing.
- ⊕ Ensure that the Occupational Health and Safety precautionary measures are implemented and maintained.

Responsibilities of Employees

Employees shall:

- ⊕ Take care of their own health and safety, as well as that of other employees who may be affected by their actions or negligence at work.
- ⊕ Give information to inspectors from the Department of Labour when so required.
- ⊕ Wear the prescribed safety clothing or use the prescribed safety equipment where necessary.
- ⊕ Report unsafe or unhealthy conditions to the employer or Occupational Health and Safety Representative (OHSR) as soon as possible.
- ⊕ If employees are involved in an incident that may affect their health or cause an injury, they should report that incident to the employer and authorized person or the OHSR as soon as possible, but not later than the end of the shift during which the incident occurred. Unless the circumstances were such that the reporting of the incident was not possible in which case the employee must report the incident as soon as it is practically possible.
- ⊕ Carry out any Lawful order given and obey the health and safety rules and procedures Laid down by the employer or by any other authorized person in the interest of health and safety.

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- ⊕ Execute good housekeeping in the workplace and ensure that there is no health and safety hazard due to bad housekeeping; and the principle to be followed to reduce risks is to make sure that there is a place for everything and everything is in its place.

Responsibilities of Employers and Self-Employed Persons to Persons Other Than Their Employees

All persons operating within ENJO Consultants (Pty) Ltd contractually or otherwise must familiarise themselves with the OHS regulations and policies of ENJO Consultants (Pty) Ltd. The employer operating within the scope of ENJO Consultants (Pty) Ltd shall conduct his/her undertaking in such a manner as to ensure, as far as is reasonably practicable, that persons other than those in his/her employment who may be directly affected by his activities are not thereby exposed to hazards to their health or safety.

The self-employed person operating within the scope of ENJO Consultants (Pty) Ltd shall conduct his/her undertaking in such a manner as to ensure, as far as is reasonably practicable, that he/she and other persons who may be directly affected by his/her activities are not thereby exposed to hazards to their health or safety.

The Duties of the Director

It is the duty of the Director to ensure that all Health and Safety measures are adhered to and reviewed from time to time as necessary to comply with the OHSA. The Director shall also ensure that all members of ENJO Consultants (Pty) Ltd as well as any external entities temporary or otherwise have access to the policy document relating to Health and Safety of ENJO Consultants (Pty) Ltd.

The Director shall as far as it is reasonable and practical ensure that all activities relating to health and safety are conducted/ discharged according to the Act.

The Director in terms of the Occupational Health and Safety Act, 1993 shall appoint a person in terms of Section 16(2) of the Act, without derogating from his responsibility any person who shall:

- ⊕ Perform duties on behalf of and report to the Director.
- ⊕ Bear the authority and powers of ensuring that all necessary activities are executed in terms of the act.
- ⊕ Be appointed in terms of the Act to represent employees in all matters relating to health and safety issues on each floor of all ENJO Consultants (Pty) Ltd buildings.

Designation of The Health and Safety Representatives

To ensure that the health and safety policy is adhered to so that ENJO Consultants (Pty) Ltd maintains high standards at all times, representatives will be appointed to be members of the Health and Safety representatives. These representatives shall form Health and Safety Committee, which shall meet at least once every three (3) months. They will elect a chairperson, or the Director will act as chairperson under whose guidance the health and safety requirements of ENJO Consultants (Pty) Ltd will be monitored and maintained.

The number of health and safety representatives per workplace will be as allocated and agreed to from time to time by the Occupational Health and Safety Committee (OHSC). The size of the OHSC is dependent on the number of permanent staff members at the given time.

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Only officials who are appointed in a full-time capacity at a specific workplace and who are familiar with the conditions and activities at such a workplace will be eligible as health and safety representatives. The responsibility will ultimately be allocated to the management team of ENJO Consultants (Pty) Ltd. Health and safety representatives will be appointed accordingly and issued with appointment letters.

Where more nominations are received than the number of health and safety representatives required, a ballot will take place to democratically elect the required number of representatives from amongst the nominees. For this purpose, every employee at a workplace will have only one vote.

Only where the process above does not provide the required number of health and safety representatives, will the employer be allowed to designate for a specified period, employees at such a workplace, as health and safety representatives. In this situation the employer may also call for and consider volunteers for such a position. The term of office of a health and safety representative will be two years.

A health and safety representative may be removed from office for the following reasons:

- ⊕ Dereliction of duty.
- ⊕ Repeated failure to carry out their assigned duties or instructions.
- ⊕ The request for the removal of a health and safety representative may be instigated by employees in the workplace or the employer. If a representative is found guilty after an enquiry, the employer will issue a letter informing him/her that he/she has been removed from the position of health and safety representative.
- ⊕ In accordance with Section 18(4) of the Occupational Health and Safety Act, a health and safety representative shall not incur any civil liability by reason of the fact that he/she failed to do anything, which he/she may do or is required to do in terms of the Act.
- ⊕ When a position of health and safety representative becomes vacant because of a resignation/transfer/due to death or removal from office, the provisions of paragraphs 8 i to iv will apply about the filling of the vacancy.

Functions of The Occupational Health and Safety Representatives

Those appointed as Health and Safety Committee representatives shall fulfil the following requirements:

- ⊕ Conduct health and safety audits to check the effectiveness of health and safety measures.
- ⊕ Together with the employer investigate incidents, complaints from workers regarding health and safety matters and report them in writing to the Occupational Health and Safety Committee.
- ⊕ Make representation regarding the safety of the workplace to the employer, or health and safety committee or where the representations are unsuccessful to a health and safety Inspector.
- ⊕ Conduct an inspection to the workplace after notifying the employer of the inspection.
- ⊕ Participate in discussions with the Inspectors at the workplace and accompany Inspectors on inspections.
- ⊕ Inspect documents with the consent of the employer and be accompanied by a technical advisor during an inspection.
- ⊕ Work in collaboration with Company management in promoting a safe and health hazard free environment.
- ⊕ Serve as members of the Occupational Health Safety committee, without derogating from his/her responsibility as an OHSR.
- ⊕ Attend health and safety committee meetings.

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Facilities, Training and Assistance to Health and Safety Representatives

An approved inspection authority as agreed upon by the OHSC will carry out an initial risk analysis of every workplace. This will form the basis/platform from where the health and safety representatives in conjunction with the OHSC can handle the process further. A safety management system will be implemented for every workplace as provided for by NOSA or any other relevant body as agreed upon by the OHSC. To assist the health and safety representatives in performing their duties, all employees will be continually educated and guided on eliminating health and safety hazards and on the prevention of accidents. This will be kick-started by all employees undergoing health and safety course or the STEP (safety through empowerment of people) program, which will be funded by the clusters. Health and safety representatives will be provided with any other facilities, training and assistance as identified from time to time by any of the parties to and agreed upon by the OHSC.

Training and Development will cover the following:

- ⊕ The Occupational Health and Safety Act (No. 85, 1993).
- ⊕ The keeping of records.
- ⊕ First Aid.
- ⊕ Accident prevention and handling.
- ⊕ Firefighting.
- ⊕ Evacuation drills.

Director Co-Operation with Inspectors by Employer and Employees

ENJO Consultants (Pty) Ltd will always comply with and the Director to cooperate with Inspectors as stipulated in the OHS Act.

- ⊕ All records and reports will always be made available for inspection.
- ⊕ Allow access to the premises to an inspector at all reasonable times.
- ⊕ Answer any questions posed by the Inspector either alone or in the presence of another person.
- ⊕ Make available all books, records and reports or other such documents on demand.
- ⊕ Explain any entries or reports.
- ⊕ Give full access to all documentation, machinery, or offices relevant as requested.
- ⊕ Instruct any employees to appear before the inspector at his or her request.
- ⊕ Give full Director cooperation to the Inspector as requested.

Occupational Health and Safety Committee

The Occupational Health and Safety Committee shall consist of health and safety representatives and shall meet on a regular basis as stipulated by the Health and Safety Committee.

- ⊕ The OHSC shall consist of all health and safety representatives within ENJO Consultants (Pty) Ltd.
- ⊕ The composition of the OHSC will be in terms OHS Section 19 of the Act.
- ⊕ The number of persons nominated by the employer shall not exceed the number of health and safety representatives on the OHSC.
- ⊕ The OHSC may co-opt one or more person(s) by reason of his or her or their knowledge of health and safety matters as an advisory member(s) of the committee.
- ⊕ One representative from every trade union represented in ENJO Consultants (Pty) Ltd will be allowed observer status at meetings of the OHSC.

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- ⊕ If 10% or more of employees forward a request for a meeting to the Inspector, the chairperson may order that such a meeting be held within 14 working days.
- ⊕ If such a meeting does not take place, employees may forward the request to an inspector who may order such meeting be held at a time and place as he/she may determine.

Business of The Health and Safety Committee

The Health and Safety Committee shall:

- ⊕ Make recommendations to the Employer or where the recommendations fail to resolve a matter, to an Inspector regarding any matter affecting health and safety of person at the workplace.
- ⊕ Discuss any incident at the workplace in which or in consequence of which any person was injured, became ill or died, and may in writing report on the incident to an inspector.
- ⊕ Perform such other functions as may be prescribed.
- ⊕ Keep record of each recommendation made to an employer in terms of subsection 1(a) and of any report made to an inspector in subsection 1(b) of the Act.
- ⊕ Adhere to the duties subscribed by the Act and management shall take the prescribed steps to ensure that the Health and Safety Committee complies with the provisions of the Act.
- ⊕ The OHSC will meet as often as may be necessary, but at least four times in a calendar year at a venue to be made available by the employer for this purpose. Any costs incurred by health and safety representatives or any designated employees to attend meetings, will be borne by ENJO Consultants (Pty) Ltd.
- ⊕ ENJO Consultants (Pty) Ltd would provide the Secretariat and Chaired by the OHS Officer.
- ⊕ The OHSC will conduct its business in accordance with sections 19 and 20 of the Occupational Health and Safety Act, 1993 as well as be responsible for the allocation of the health and safety representatives per workplace.
- ⊕ The committee shall determine the procedure at meetings of the OHSC.
- ⊕ The OHSC will also present its minutes of decisions and recommendations to the Risk Management Committee Meeting for information and any further actions as might be deemed necessary.

Acts or Omissions by Employees or Learners

Where any employee's/Learner's action is deemed to be contradictory to the policy, he/she shall be charged with misconduct and disciplinary action initiated against him/her.

Contingency Plan

Flowchart

Flowchart (P11 and PR11): FC 9: Occupational Health & Safety (OHS) Strategy

If the situation needs immediate attention, an incident report shall be made to the Health and Safety Committee after the situation has been handled.

In the case of an accident, employees shall as soon as possible:

- ⊕ Inform the relevant Safety officer/s of the incident.

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- ⊕ Apply first Aid and/or call emergency services if necessary.
- ⊕ Submit an incident report to their Management's Health and Safety Committee representative, line manager and Human Resources Manager.
- ⊕ The Health and Safety Committee representative shall in turn report in writing to the Health and Safety Committee.
- ⊕ The OHS Officer shall develop and implement the contingency plan within ENJO Consultants (Pty) Ltd.
- ⊕ Evacuation drills must be exercised, periodically in terms of the contingency plan to ensure adherence of employees and to evaluate the effectiveness of the plan.
- ⊕ Occupational Health and Safety Committee must review and up-date the contingency plan every three years.

Compliance

All employees and clients/learners shall comply with the OHS policy and the procedural manual.

Implementation

The Occupational health and Safety Policy will be implemented by ENJO Consultants (Pty) Ltd on a date, which will be communicated to all employees after approval by the Director.

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Procurement Policy: P12 and PR12

Purpose

The purpose of the procurement policy is to:

- ⊕ Procure the necessary quality and quantity of goods and/or services in an efficient, timely and cost-effective manner, while maintaining the controls necessary for a corporation.
- ⊕ Encourage an open competitive bidding process practicable for the acquisition of goods and/or services and equitable treatment of all vendors.
- ⊕ Ensure the maximum value of a purchase is obtained by determining the total cost of performing the intended function over the lifetime of the task. This may include, but not be limited to, acquisition cost, installation, disposal value, disposal cost, training cost, maintenance cost, quality of performance and environmental impact.
- ⊕ Procure goods and/or services with due regard to the preservation of the natural environment and to encourage the use of "environmentally friendly" products and services.

Definitions

Glossary	Definition
Control	means the possession and exercise of legal authority and power to manage the assets, goodwill and daily operations of a business and the active and continuous exercise of appropriate managerial authority and power in determining the policies of the business and directing the operations of the business.
Management	means an activity inclusive of control and performed on a daily basis, by any person who is a principal executive officer of ENJO Consultants (Pty) Ltd , by whatever name that person may be designated, and whether or not that person is a director.

Scope

This policy is applicable to the following within ENJO Consultants (Pty) Ltd:

- ⊕ Director.
- ⊕ Training Manager.

Policy Application

Quotations or proposals submitted after the Request for Proposals (RFP) submission deadline, respectively, will not be accepted.

Goods and/or services with an estimated value:

- ⊕ Up to R5 000.00 will be acquired at competitive prices by referencing catalogues, suppliers' lists or advertised prices or through negotiation where prices offered are fair and equitable.
- ⊕ From R10 000.00 upwards will be acquired by implementing a Notice of Intent where only one vendor has been identified with the capability of providing the goods and/or services or by obtaining quotations from a minimum of three suppliers to ensure an adequate degree of competition; and

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- ⊕ A purchase order will be issued for all goods and services with a value of R10 000.00 or more. No work shall begin until the purchase order is issued and any modification to the goods and/or services shall be made only by amendment to the purchase order.
- ⊕ Where a product is purchased, the cost shall be the sum of all costs, including but not limited to, purchase price, all taxes, delivery, installation, warranty, life cycle cost, operating and disposal costs incurred which meets the specifications.
- ⊕ Where a service is purchased, the cost shall be the sum of all costs, including but not limited to purchase price, all taxes, and all related expenses.
- ⊕ Company employees and Management shall consider all factors in obtaining the most cost efficient and effective bid.
- ⊕ Emergency or time sensitive procurements that do not follow the above procedures require written authorisation by the Director, or in his absence, the Admin Manager.

Managing Conflict of Interest

Situations of conflict of interest with the business of ENJO Consultants (Pty) Ltd should be declared to ENJO Consultants (Pty) Ltd in accordance with the code of conduct of ENJO Consultants (Pty) Ltd.

Management and employees shall not have a financial interest, either directly or indirectly, in any contract with ENJO Consultants (Pty) Ltd or with any person acting for ENJO Consultants (Pty) Ltd in any contract for the supply of goods and/or services for which ENJO Consultants (Pty) Ltd pays or is liable, directly or indirectly, to pay unless such interest has been declared pursuant to ENJO Consultants (Pty) Ltd.

Code of Conduct

Employees are required to declare any financial interest direct or indirect, and its general nature, which may result in a conflict of interest, either direct or indirect, in writing to the Director.

Any contract with ENJO Consultants (Pty) Ltd, or with any person acting for ENJO Consultants (Pty) Ltd, and any contract for the supply of goods, materials or services for work for which ENJO Consultants (Pty) Ltd pays or is liable, directly or indirectly, to pay in which any employee has an undeclared financial interest, directly or indirectly, may be voided.

Purchasing representatives of ENJO Consultants (Pty) Ltd will not accept gifts or favours in return for business or the consideration of business and will not publicly endorse one company to give that company an advantage over others.

Procurement Procedure

General Procurement

The following procedures will be utilised, as appropriate, to acquire goods and services:

- ⊕ Quotations to obtain information on which to base a procurement process and/or decision.
- ⊕ Interest requests from vendors to establish the interest of vendors to provide the goods and/or services.
- ⊕ Vendors credentials to establish the qualifications of vendors to provide the goods and/or services.
- ⊕ Notification to the relevant vendor to award a purchase order when only one vendor has been identified with the capability to provide the goods and/or services.

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- ⊕ Request to quote when the specifications of the goods and/or services are known, and the preferred supplier will be selected on price alone.
- ⊕ Request for Proposals when the preferred supplier will be selected on the basis of a number of considerations including the vendor's approach to providing the goods and/or services, qualifications, experience, ability, personnel availability, timeliness of delivery, price Participation in an information gathering process does not guarantee participation in the subsequent solicitation process.

Vendors will be provided with a minimum of 15 calendar days to respond to a request. During any of the processes, vendors may communicate questions of clarification in writing to Company employee point of contact specified in the documents.

Responses to the questions of clarification will be provided by ENJO Consultants (Pty) Ltd employee to all vendors who have identified themselves as intending to submit a proposal.

Declaration of Interest Form

Any person involved in the purchasing, public and closed tender or supplier evaluation process must complete and sign the applicable declaration of interest form.

Any person with an interest that may affect or could be seen to affect their impartiality should immediately declare the conflict of interest, in writing, withdraw entirely from the process and relinquish all further related duties to his/her line manager.

Suppliers or their employees may not in any way participate or influence the specifications or standards set for goods and services to be purchased. A Declaration of Interest form must be completed by all prospective suppliers.

FORMS & TEMPLATES F&T 20: DECLARATION OF INTEREST FORM

Flowchart (P12 and PR12): FC 10: Procurement

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ENJO Consultants (Pty) Ltd		REFERENCE:	P13 & PR13
POLICIES AND PROCEDURES		DATE COMPILED:	01 February 2020
Stock Control of Learning Material and Resources Policy		EFFECTIVE DATE:	03 March 2020
		REVISION DATE:	01 March 20021
Compiled by QMR	Authorized by HOD	Reviews by QMR	

Stock Control of Learning Material and Resources Policy: P13 and PR13

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31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Stock Control of Learning Material and Resources Policy: P13 and PR13

Purpose

The purpose of this document is to provide a clear policy for the stock control of learning materials and resources and procedure within ENJO Consultants (Pty) Ltd and to ensure proper administration of stock control of learning material resources of ENJO Consultants (Pty) Ltd.

Definitions

Glossary	Definition
Stock control	is a method of tending to or managing the acquisition and maintenance of learning material and resources to be able to meet the demand while keeping the costs of holding stock to a minimum?
Learning material	accredited learning material that includes the learner guide, the portfolio of evidence, the facilitator/assessor and moderator guide
Resources	include all other learning resources, e.g. power point slides, additional books, magazines, tools, instruments, and equipment required for the specific learning programme.

Scope

This policy is applicable to all internal employees, as well as facilitators, assessors and learners who are involved in training and learning at ENJO Consultants (Pty) Ltd.

Policy Applications

This policy is designed to address the needs of ENJO Consultants (Pty) Ltd as well as facilitators, assessors and learners who need to have access to learning material and resources during training. The required policy, procedure and guidelines are as follows:

Training Material

- ⊕ ENJO Consultants (Pty) Ltd will use only SETA approved learning material that was developed for the purpose of training the specific learning programme.
- ⊕ The training material consists of a learner guide, a portfolio of evidence, facilitator/assessor, and moderator guide.
- ⊕ ENJO Consultants (Pty) Ltd will keep one hard copy of the training material in the office and store an electronic copy on ENJO Consultants (Pty) Ltd electronic system.
- ⊕ The electronic copy will be password protected and only designated administrative staff will have access to the material.
- ⊕ On the confirmation of a training session, the training coordinator will submit an electronic requisition to the administrative staff member, indicating the number of learner guides, portfolios of evidence, facilitator, assessor, and moderator guides required.

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- ⊕ The required number of learner guides, portfolios of evidence, facilitator, assessor, and moderator guides will be printed, collated, and prepared for the training session.
- ⊕ In the case where the facilitator/assessor has conducted the training before, the facilitator/assessor should be in possession of the facilitator/assessor moderator guide. His/her guide will be compared with that of the learners and should the material have been updated the updated facilitator/assessor/moderator guide will be printed and prepared.
- ⊕ Before the training session, the administrative clerk and the facilitator will check the number of Learner Guides and Portfolios of evidence.
- ⊕ The administrative clerk ensures that the learning material is packed out in the training venue.
- ⊕ The facilitator signs acceptance of the material and ensures that the learning material is issued to each individual learner. (in the case of training taking place off site).
- ⊕ Any surplus training material is returned to admin who acknowledges receipt in writing.
- ⊕ The training manager keeps a copy of the training material in the office for use by facilitators.
- ⊕ The surplus training material is retained for the next training session. This meets the requirements for cost effective training.

Resources

- ⊕ Resources required for the specific training programme include power point slides, projectors and screens, subject specific instruments, tools, and equipment.
- ⊕ A requisition of all the required equipment is submitted to the training coordinator prior to the training.
- ⊕ The equipment is sourced and checked.
 - A training aids container is placed in each training room.
- ⊕ The relevant facilitator signs for the equipment on receipt and accepts responsibility for the resources acquired/utilized.
- ⊕ Should any equipment become faulty, a maintenance slip should be completed and submitted to admin.
- ⊕ At the end of the workshop the resources should be returned, checked, signed in and stored safely in designated storeroom.

Outcomes

Outcomes to be achieved through the implementation of the stock control of learning material and resources program include:

- ⊕ Restricted access to electronic copies of learning material.
- ⊕ Better management of the cost effectiveness associated with the production and storage of learning material.
- ⊕ Tracking system for the tracking of the issue of learning material.
- ⊕ Management and control of the acquisition and maintenance of learning resource in ENJO Consultants (Pty) Ltd.

Policy Management

- ⊕ An integral part of the recordkeeping program at ENJO Consultants (Pty) Ltd will be the development of systems to create, capture, codify and disseminate this policy to ENJO Consultants (Pty) Ltd community.

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Documents Required for this Policy

Flowchart (P13 and PR13): FC 11: Control of Learning Material

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ENJO Consultants (Pty) Ltd		REFERENCE:	P14 & PR14
POLICIES AND PROCEDURES		DATE COMPILED:	01 February 2020
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Equipment Replacement Policy: P14 and PR14

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31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Equipment Replacement Policy: P14 and PR14

Introduction

This policy will ensure that equipment is sufficient and replaced timeously for ENJO Consultants (Pty) Ltd and that all equipment is kept in good working order.

Purpose

The policy will ensure that ENJO Consultants (Pty) Ltd has properly functioning equipment to perform the. This policy describes the plan for procurement and replacement of equipment and fixed assets necessary to support administrative and functions of ENJO Consultants (Pty) Ltd and to supply staff with the equipment necessary to perform functions in an efficient and accurate manner.

Policy

A five (5) year schedule is to be developed to rotate the replacement of assets, this will be in conjunction with the annual budget. The policy and procedure are to be accommodated planned replacement to ensure that ENJO Consultants (Pty) Ltd equipment is always serviceable.

Procedures

- ⊕ Equipment needs are reviewed annually during program reviews and budget process; equipment requests will be defined by the relevant personnel.
- ⊕ Employees are expected to follow proper utilization procedures, assure maintenance is performed when necessary, and report problems to ENJO Consultants (Pty) Ltd management to assure appropriate assessment of replacement needs.
- ⊕ Unless an emergency occurs, equipment will be purchased or replaced during the normal budget process in a manner that is consistent with ENJO Consultants (Pty) Ltd procedure.
- ⊕ Computer Systems and computer equipment needs are to be continually assessed. Lists of needs and priority need to be given to the director.
- ⊕ Consideration is always given to the average life vs. condition at current time. When major repairs are needed, the repair quote is compared to actual replacement costs and a decision is based on this assessment.
- ⊕ Each department will keep equipment logs and ensure that all equipment is maintained and serviced as needed.

Documents

Flowchart (P14 and PR14): FC 12: Equipment Replacement Procedure

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Marketing Policies

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Marketing Policy	EFFECTIVE DATE:	03 March 2020
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Marketing Policy: P15 and PR15

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Marketing Policy: P15 and PR15

Introduction

ENJO Consultants (Pty) Ltd will strive to promote, sustain, and continually improve the provision of Services to suit the needs of its target markets.

- ⊕ Identification of the needs of customers related to current and future market needs, demographics, business, and further skills development opportunities.
- ⊕ Allocation of marketing responsibilities to identified individuals or groups.
- ⊕ Promotion and effective communication of ENJO Consultants (Pty) Ltd Products and Services.
- ⊕ Continual review of the Products and Services offered for sustained suitability and applicability.
- ⊕ Continual review of resources required to effectively provide such Products and Services.
- ⊕ Maintenance of, and access to, a comprehensive and current data base, including Skills Development and Training and to be utilised in view of relevant market information, for use by all Customers, personnel and stakeholders applying the methodology and Principles across the board.
- ⊕ Implementation of a Quality Management System to ensure the continued Quality of Products and Services offered.

Purpose

The purpose of this policy is to ensure that ENJO Consultants (Pty) Ltd corporate image is projected in a positive, coherent, and consistent manner, whether by traditional methods or by new media such as the Web.

Definitions

Glossary	Definition
Corporate Image	The corporate image is the way ENJO Consultants (Pty) Ltd is perceived by its stakeholders and the public via traditional methods and/or new media such as the Web.
External Communication	Dissemination of information to ENJO Consultants (Pty) Ltd community, its stakeholders, and the world at Large.
Marketing Activities	Activities that are designed to promote the image of ENJO Consultants (Pty) Ltd using various vehicles, such as printed materials, web based, google ads, social media.
Advertising	Advertising is the communication of a message that is created and displayed for the sole purpose of promoting a corporation or its product.
Commercial Activity	Commercial activity refers to any revenue generating by ENJO Consultants (Pty) Ltd

Scope

This policy is applicable to all personnel within ENJO Consultants (Pty) Ltd with specific reference to marketing and communication personnel.

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Policy Applications

Principles

Flowchart (P15 and PR15): FC 13: Marketing

ENJO Consultants (Pty) Ltd shall assign the management of marketing and communications activities to a single employee's position, namely a marketer along with a back-up person who has the knowledge and authority to replace the marketer during an absence.

Where the marketing and communications activities of a unit do not warrant a full-time position, the responsibilities shall nevertheless be assigned to a single position within the unit. If the responsibility has not been assigned to a specific position, the responsibility for the management of marketing and communications activities is assumed by the administration manager

Training, administrative and support employees who require marketing and communications services shall consult their marketer, who will in turn, interact with the Director, using the project management tools that are available.

The marketer shall prepare and submit an annual marketing and communications plan to the Director. The director will identify the activities in the plan that are aligned with the corporate strategy, and then integrate them in the annual comprehensive plan submitted to the Director for approval.

The marketer shall contact the Director to obtain professional communication services for the realization of approved activities. These services include community relations, media outreach, company and control of media events, preparation of news releases and media advisories, media training, and management of crisis communications, and assistance with ENJO Consultants (Pty) Ltd of major Company events.

The Director has a photographer or an employee to create and maintain a photographic record of activities and events that are of Lasting significance to ENJO Consultants (Pty) Ltd. In such cases, members of ENJO Consultants (Pty) Ltd community may contact the photographer or employee directly to request service. Information about the photographs is recorded and the original images are stored at ENJO Consultants (Pty) Ltd archives.

The marketer shall contact the Director for expert consultation and quality control of image and Language for all external marketing and communications activities, even if the activities have not been approved by the Director for inclusion in the annual corporate strategy.

There is no charge for services provided by the employees for approved projects. However, costs for ad placements, printing and other costs are the responsibility of the finance manager.

The Director recognises that it is not possible to anticipate all marketing and communications activities and to document them in advance in an annual plan. Should unexpected opportunities that might contribute to the desired corporate image present themselves to anyone, the marketer shall consult with the Director prior to initiating the activity. The Director will evaluate the options to determine the most effective and efficient response to the opportunity (e.g. Ad placements, sponsorship, advertising, commercial activities).

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Placement of Advertisements

The corporate image suffers if several units unknowingly place an ad on the same social media platform on the same day, particularly if it is unplanned or if each ad has a different design. To avoid a negative impact, the marketer shall consult with the Director prior to arranging an ad placement. Possible solutions might be to use a design template; to consider purchasing a Larger, single space; to reschedule the placement date; to select another publication with a similar readership.

Google Marketing

Google marketing will be outsourced to a company that specialises in this type of marketing. The director in conjunction with the admin manager will work closely with the company to draft the necessary adverts.

Web page

The web page will be managed by the director as well as the admin manager to ensure that the company corporate image is always maintained. The updating of the website will be outsourced to a company specialising in web design, as approved in the annual budget meeting.

Facebook and other social media

This will be linked directly to the webpage so that as the website is updated with current blogs this will be distributed to the various social media platform. The administration manager with the director will ensure that all posts meet the corporate image.

Newsletter

Newsletters will be sent out quarterly to all clients whose accounts are 100% paid up.

Brochures

All marketing and other brochures will be maintained by the admin manager and updated annually or as new/changes are made to the structure of the training at ENJO Consultants (Pty) Ltd.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P16 & PR16
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Customer Care & Service Policy: P16 and PR16

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Customer Care & Service Policy: P16 and PR16

Purpose

The purpose of this document is to ensure that ENJO Consultants (Pty) Ltd uses a consistent approach when dealing with customers and to ensure that all customers are treated and dealt with respectfully and politely in order to provide an open service to all customers.

Scope

This document is for all employees of ENJO Consultants (Pty) Ltd both permanent and contract employees.

Policy Application

Learners' needs will be identified relating to current and future Labour market needs and demographics.

Marketing and client services will be allocated to specific individuals within ENJO Consultants (Pty) Ltd to ensure positive customer relations.

All products and services offer by ENJO Consultants (Pty) Ltd will be communicated clearly and accurately and the information regarding content, delivery, guidance, and learner support made available to all employees and customers.

Products and services will be reviewed continually to ensure that they are suitable and meet the customer's needs.

All clients, which are learners, will be requested to complete a learner feedback form to obtain information as to how satisfied the client was with the training as well as the services offered by ENJO Consultants (Pty) Ltd. Clients will also be encouraged to send ENJO Consultants (Pty) Ltd a letter of reference that can be used for marketing purposes.

Flowchart

Flowchart (P16 and PR16): FC 14: Customer Care & Service

Customer Complaints

If a customer/learner is not happy with our service, whether it is a classroom or administrative problem, when dealing with the customer the following must be taken into consideration:

- ⊕ Listen carefully to what the customer has to say and let them finish.
- ⊕ Ensure the details of the complaint are noted, ask questions, and empathise.
- ⊕ The goal is to solve the problem; employees must not argue with the client.
- ⊕ Apologize for the situation, take responsibility, do not blame another employee.
- ⊕ Ask the customer, "What would be an acceptable solution to you?"
- ⊕ Solve the problem, if the employee is not able to solve the problem report to the training manager. Issues must be resolved as quickly as possible.

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Learner Complaints Relating to Training

The following procedure must be followed:

- ⊕ The learner should discuss the issue with the facilitator or the training manager. If administrative staff are approached the problem must be reported to the training manager, who will discuss with the facilitator. The incident must be logged electronically for future reference.
- ⊕ If the learner is not satisfied that the problem will be solved, then he needs to escalate the matter to the Director if still not resolved.
- ⊕ If the learner still feels that his problem is not addressed adequately, then he can escalate his problem to the SETA ETQA directly (this is only if the problem is quality of training related).

To assist the learner with this procedure, names and contact details will be provided on request.

The learner/client should be given proper feedback on how the problem was solved.

Ensure the learner is aware of his rights within the complaint's procedure regarding escalations.

Flowchart (P16 and PR16): FC 15: Customer Complaints

Documents

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Human Resources Policies and Procedures

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Human Resources: P17 and PR17

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Human Resources: P17 and PR17

Purpose

The purpose of this document is to describe ENJO Consultants (Pty) Ltd guidelines with regards to Human Resources Management within ENJO Consultants (Pty) Ltd.

It is designed to provide accurate information on ENJO Consultants (Pty) Ltd human resources policies relating to employees and their relationship with ENJO Consultants (Pty) Ltd. The policy gives guidelines regarding human resources management practices for full-time, fixed contract and temporary employees of ENJO Consultants (Pty) Ltd in accordance with applicable South African Labour Laws.

Definitions

Glossary	Definition
A medical scheme	means any Medical Scheme approved by the Employer
Breach of contract	means the failure of an individual Employee or Group of Employees or the Employer to comply with the terms and Conditions of Services
Commencement date	means the date contemplated and approved by the Human Resource Department of ENJO Consultants (Pty) Ltd
Conditions of services	means any condition, regulation, including Fringe Benefits, that governs the relations between the Employer and its Employees as contained in this document and its Annexure
Contract employee	means a person in a post on the employee's establishment of the Employer. who is not a permanent Employee, and whose employment with the Employer is governed by a contract of employment
Disciplinary code	means a set of guidelines for Management in carrying out disciplinary actions set out in Part 2 of these Conditions of Services
Dismissal	means the termination of an Employee's employment with the Employer at the instance of the Employer
Dispute	means an unresolved issue between Management and an individual Employee or Group of Employees
Employee	means a Permanent Employee or a Contract Employee of the Employer
Employee representative	means any person representing an Employee and includes a registered trade union
Employer	means ENJO Consultants (Pty) Ltd
Financial year	means 01 March until 28 February of the following year
Fringe benefit	means any benefit for which, a monetary contribution is made by the Employer to a scheme or a Fund on behalf of the Employee
Gross misconduct	means certain actions in breach of the Employer's Rules and Regulations, which are deemed to constitute valid reason for summary Dismissal
Gross negligence	means failure to adhere to or to execute work according to the Employer's standards and /or regulations, such failure being perceived by the Employer as potentially prejudicial to its interest
Incompetence	means failure or inability to maintain laid-down work standards;
Leave	means approval for an Employee to be absent from service and for which application was made in the prescribed way

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Glossary	Definition
Permanent employee	means a person who has been appointed in a permanent full-time capacity to a post on the employee's establishment of the Employer, excluding a Contract Employee
Public holiday	means a Public Holiday as determine in the Public Holidays Act, 1994 (Act 36 of 1994) and any other day designated as such by the Employer;
Remuneration	means the salary or wage paid to an Employee and any allowances and other benefits
Salary	means the money paid to an Employee, excluding any allowances and other benefits
Sick leave cycle	means a period of every three (3) years calculated from the date on which an Employee assumed duty
Working day	means every day on which an Employee is required to work according to the service requirements applicable to his post
Working time	means the hours which an Employee is required to work according to the service requirements applicable to his post

In these Conditions of Service, unless inconsistent with, or otherwise indicated by the context, words importing the masculine gender shall include the feminine and vice versa and words importing the singular shall include the plural and vice versa.

Scope

This policy applies to all permanent, fixed contract and temporary employees within ENJO Consultants (Pty) Ltd

Policy Application

Recruitment, Selection and Appointment

The overall aim of the recruitment and selection process is to attract, obtain and retain people with required competencies at competitive and market related costs to satisfy the human resource needs of the effective functioning ENJO Consultants (Pty) Ltd. Recruitment is also attuned to establishing a positive image of ENJO Consultants (Pty) Ltd as an employer in the Labour market.

Fair Equitable Recruitment

All posts on the establishment of ENJO Consultants (Pty) Ltd shall be equal opportunity positions. This includes, inter alia, the requirement that employees be employed purely on the basis of job-related requirements, personal attributes, competencies and abilities, and that individuals must be given opportunities to be recruited i.e. recruitment action strategic and targets must be taken into consideration when recruiting employees.

Recruitment Sources

Recruitment activities are dependent on ENJO Consultants (Pty) Ltd human resource requirements as identified through human resource plans. The choice of media for recruitment purpose should comply with

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the requirements of the Labour Relation Act, 1995. Internal sources of recruitment (where possible) should be considered since it is cost effective and serve as motivation for existing employees. External recruitment may be undertaken by means of advertisements.

Recruitment Procedures

Determine Need to Fill a Vacancy

When a vacancy is identified, the following factors should be taken into consideration:

- ⊕ Budget constraints.
- ⊕ Reservation of vacancy for current employees.
- ⊕ Redeployment possibilities.

Identify Sources of Recruitment

It is recommended to first establish (where possible) whether suitable employees are available internally by means of an internal advertisement. If suitable employees are identified internally, clear consultation should take place prior to any offer for employment being made.

Advertise a Position

When a vacancy occurs, Human Resources must fill in employment requisition form within 30 days of the notice of the vacancy and it will be circulated internally and/or advertised externally in the press/social media, and interested employees and applicants will be considered for appointment.

The Human Resources Department must ensure that circulated vacancies are brought to the attention of the employees. To ensure a diverse pool of applicants/employees, advertisements should be placed in the appropriate media if no internal applicants/employees could be identified. The means of attracting applicants or the wording of advertisement should be compiled carefully so as not to constitute direct or indirect discrimination. The relevant departments requiring the personnel, shall request the Human Resources Department, in writing, to advertise a vacant position.

Flowchart (P17 and PR17): FC 15: Recruitment and Selection
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Selection and Appointment Process

Selection Committee

Qualities

- ⊕ Confidentiality (Treat all information discussed during the selection process as confidential).
- ⊕ Impartiality (Equal of fair treatment of all applicants).
- ⊕ Consistency (Application of the same set of criteria to each applicant).
- ⊕ Objectivity (Deal with facts).

Composition

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It must consist of at least two (2) members and a maximum of five (5) members. The members must be employees of grading higher than the grading of the post to be filled and should be representative in terms of gender as well as an employee representative. Chairperson must be the Director if not available he/she must appoint as acting chairperson in writing. In case of the managerial position the Director or his/her appointee must serve as a chairperson. The director should provide advisory to the committee during the selection process. Members of the committee will have observer status during short-listing and interviews.

Gathering Application Data

Application information must include all relevant data, such as:

- ⊕ Curriculum Vitae.
- ⊕ Certificate personal documentation.
- ⊕ Certificate educational certification.
- ⊕ Relevant ETQA registration documents (if applicable).
- ⊕ References from previous employers.

False information furnished by an applicant in his/her application for a vacancy, shall disqualify him/her and make him/her liable so summary dismissal, should he/she be appointed.

Screening

Employees and applicants for vacant positions shall undergo any screening tests (relevant to the inherent job requirements) required by the relevant department. Those being screened take part in all tests at their own responsibility. The result of any screening test is strictly confidential. A person shall not be considered for appointment unless he/she has reached the age of sixteen (16) years and complies with the required qualifying requirements as stipulated in the advertisement. The appointment or retention of the services of any employee older than the compulsory retirement age of 65 shall be approved annually by the Human Resources Manager, subject to the submission of a satisfactory medical report and a recommendation by the relevant head of department.

Shortlist

When compiling the short-list, a healthy balance should be struck between the data provided by the application and the job requirements. In the absence of imperative documentation (e.g. Senior Certificate), careful consideration should be given to the short listing of such learners. It is unethical to promise a job prior to the finalisation of the recruitment of the selection process. Under No circumstances should a job offer be made at this stage.

Undertake Selection (Assessment and Panel Interviews)

The assessment results should not be the only tool used to decide on the best learners for a position but should form part of the selection process and be utilised during the final decision – making phase.

The Director and/or a maximum of one (1) employees assigned by the departments concerned, who occupy posts at a level not lower than salary group of the grading scheme, may attend the interview. However, the Director may in his or her discretion give leeway if he/she deem it necessary in the interest of ENJO Consultants (Pty) Ltd Impressions gained during the interview should be clearly documented and stored for future reference.

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Conducting the Interview

Begin by outlining the process. Explain the sequence of events that will happen in the interview. From defining the amount of time, you will spend. If things are not going well after 15 minutes of a 45-minute interview, it may be difficult to end.

Keys to Conducting the Interview

Keep an Open Mind

- ⊕ Let the learner do the talking.
- ⊕ Remain attentive.
- ⊕ Observe body Language.
- ⊕ Maintain control.
- ⊕ Probe incomplete answers.
- ⊕ Close on a positive note.
- ⊕ Write an interview summary.
- ⊕ Consider alternative interview strategies.
- ⊕ Complete Interviewer's Self Rating Assessment.

Your first impression of a learner is usually lasting, but do not let it overshadow everything else in the interview. Some very good learners may be nervous and give a less than positive impression until they relax.

Let the Candidate Do the Talking

Refrain from talking so much about the job or company that the learner does not get an opportunity to talk. The more people talk, the more insight you will gain into their personalities.

Be careful not to explain questions as you are asking them you may give away the answer without knowing it. Use short, open-ended questions such as, "How would you describe your leadership style?"

Remain Attentive

When you are conducting a series of interviews, it is easy to get distracted by other concerns on the job or perhaps by fatigue. Do not let boredom overtake you.

Take notes while the learner is talking. While you do not want to become preoccupied, what you write down will help you recall events later.

If you feel like you are losing attentiveness, try paraphrasing what the learner says. The learner might say, "My last boss left a lot of things up to me." In response to that you might say, "So you had a lot of responsibility, am I correct in saying? Would you describe the type of responsibility your boss delegated to you?"

By paraphrasing, the learner knows you are paying attention and you are becoming more involved in the conversation without dominating it. In addition, this technique usually encourages the learner to expound on whatever you paraphrased, giving you even more information.

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Observe Body Language

Besides listening to what is being said, watch how it is being said. Is there a level of enthusiasm? Does the person ask a lot of questions? Is there good eye contact? Does this individual sound interested in the job? Since non-verbal actions represent most of the communication, attune yourself to these factors.

Maintain Control

Be careful not to allow the learner to take over the interview. Some enthusiastic individuals may attempt to get the better of you by asking lots of questions or making editorial comments rather than answering the questions.

In other situations, you may let time get away from you. Stick to the schedule unless there are extraordinary circumstances.

Probe Incomplete Answers

Sometimes the answer offered does not address the question. You may feel the learner is hiding something. Ask more questions to ferret out the information. You may find this process uncomfortable, especially if you catch the learner in a lie. This is better, however, than hiring the wrong person into the job.

Close on a Positive Note

End the interview on a positive note without announcing a decision. Keep your reaction to yourself and simply assure the learner that you will be in touch within a short period of time.

Write an Interview Summary

Immediately after completing the interview. Record your general impressions along any questions or concerns you may have about the learner. Waiting even one hour will greatly reduce your recall of the events. See the interviewers rating sheet.

Consider Alternative Interview Strategies

In addition to the traditional interview, several companies are using alternative strategies to gather information. Some companies are now asking top management learners projects that will demonstrate the ability for self-expression and organisation skills.

Others ask individuals to make presentations, especially if the position requires this type of work. Still others provide typical situations the learner might be faced with and ask the learner to solve the problem.

For clerical and administrative staff positions some companies are beginning to ask for a two-day trial period where the top learners spend two days on the job interacting with other employees (and being paid for it, of course). Are learners willing to take a couple of vacation days if currently employed? Their reactions might indicate what they would be like as employees.

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Other companies give learners situations to solve or short tasks to accomplish. These strategies provide insight into learners' skills and dispositions.

Finally, organisations are returning to testing clerical skills, since these skills are becoming more complex. Too many organisations have been burned by individuals who said they could do something and really could not. Do not ask. Test!

Targeted selection system questions are also gaining popularity. Instead of asking questions like, "Tell me about yourself," the targeted questions ask learners to explain how they resolved a situation. Even if you do not agree with how the situation was handled, you gain insight into the learners' problem-solving skills.

FORMS & TEMPLATES F&T 24: INTERVIEWER'S SELF RATING FORM

FORMS & TEMPLATES F&T 25: JOB DESCRIPTION

Job Applicant Interview Script

When the applicant arrives, put him or her at ease using a friendly, business-like attitude. Let the applicant know that you are glad that they have come and that you have set aside sufficient uninterrupted time to conduct the interview. You can start the interview with chatter about hobbies, interests, etc., if you are comfortable doing so and are confident that you can stay away from personal questions that might be considered discriminatory. Or you can simply ask one of the following questions:

"How did you happen to become interested in our organization?"

"How did you hear of the opening?"

Depending on the response, you can work in an overview of what you have planned.

"Before we start, let me give you some idea of what I'd like to cover today. I want to review your background and experience so that I can decide whether the job is suited to your talents and interests. So, I'd like to hear about your job, education, interests, outside activities, and anything else you'd like to tell me. And after we have covered your background, I want to give you information about our organization and the job and answer any questions that you might have."

Work Experience

A discussion of work experience should vary widely based, in part, on how long the applicant has been employed. Questions appropriate to a recent high school or college graduate will make little sense when interviewing a professional with 15 years of experience. For an applicant with substantial experience, a reasonable starting point would be a discussion of the most recent position. In addition to focusing on the jobs themselves, it might also be helpful to discuss why the applicant has changed jobs in the past, the duration of each prior employment, chronological gaps in employment, etc. The following script would be appropriate when interviewing someone who has not been working long.

"A good place to start would be your work experience."

"I'm interested in the jobs you've held, what your duties and responsibilities were your likes and dislikes, and what you felt you may have gained from them."

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"Let's start with a brief review of your first work experiences, those you might have had part-time during school or during the summer, and then we'll concentrate on your more recent jobs in more detail."

"What do you remember about your very first job?"

Select specific follow-up questions for each job and move forward chronologically. It has been suggested that you move forward chronologically because there is a more natural conversational flow and you can see patterns of behaviour emerge.

Your follow-up questions should ask for specific examples of behaviour, not general or hypothetical responses. Do not ask "Are you dependable?" because all you will get in response is a "Yes."

Instead, say, "Tell me about a day you got to work on time, only because of extra effort." It is focused on specific examples of behaviour. Similarly, instead of asking, "Are you organized?" say "Tell me about a time when your organizational skills made a project successful" or "How did you organize your work in your Last position? How did you handle the unexpected?"

Ask specific, clear questions one at a time and let the applicant answer uninterrupted. Resist filling in every lull in the conversation; wait to see if the applicant will do so.

Avoid either verbally or physically giving the applicant a clue as to how you regard their answers; remain neutral.

To draw the applicant out without revealing what you are thinking, try using his or her own words. If the learner says, "I like to work independently," you could respond with "Independently?" Of course, you could also use the opportunity to ask the applicant to give an example of what he or she did work independently.

After you have covered the applicant's work experience, you could move on to education.

Education

As in the case of the work experience portion of the interview, the education discussion must be tailored to suit the applicant's educational level. The sample interview that follows would be appropriate for a younger applicant who has not been out of high school for any length of time. When interviewing for a professional position, the focus would shift to the professional education.

"You've given me a good review of your work experience—now let us talk about your education. Why do not we start with high school briefly and then cover more recent schooling and any specialized on the job training you may have had. I'm interested in the subjects you preferred, your grades, extracurricular activities, and anything else of importance."

"What was high school like for you?"

Select specific follow-up questions for each educational experience and move forward chronologically. Do not necessarily accept answers at face value. Chronology reveals patterns. Take the information and patterns of behaviour that you are being told and analyse them in terms of the performance skills you determined that you needed before the interview began.

Activities and Interests

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"Turning to the present, I'd like to give you the opportunity to mention some of your interests and activities outside of work—hobbies, what you do for fun and relaxation, any community activities, professional associations, or anything else you'd like to mention that you think might be relevant to our job. What would you like to mention?"

Select Specific Follow-Up Questions

Show interest and attention, as well as respect for the applicant. Do not talk down. Do use an appropriate Language level.

Self-Assessment

"Now let us try to summarize our conversation. Thinking about all we've covered today, what would you say are some of your strengths—qualities both personal and professional that make you a good prospect for any employer?"

Select Specific Follow-Up Questions as Needed

"You've given me some real assets, and now I'd like to hear about areas you'd like to develop further—all of us have qualities we'd like to change or improve. What are some of yours?"

Select specific follow-up questions as needed.

Transition to Information-Giving Phase

If you are still interested in the applicant, proceed to this phase of the interview. On the other hand, if you have already decided that the applicant is not suitable, there is not much point in describing a position that the applicant will not be filling.

"You've given me a good review of your background and experience, and I have enjoyed talking with you. Before we turn to my review of our organization, and the job, is there anything else about your background you would like to cover?"

"Do you have any specific questions or concerns before I give you information about the job and the opportunities here?"

All right, now I have some information I'd like to give you."

Review the organization, the job, benefits, location, etc.

Tailor your presentation as appropriate to your interest in the learner.

Closing

"Do you have any other questions about us, the job, or anything else?"

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Close the interview graciously. If you have already decided not to offer the applicant a job, you can let them know at this point. Do so cordially and uncritically; you need not be specific about why you have rejected the learner.

"I've enjoyed talking with you today, but we won't be able to offer you this position."

If you think that you would consider the applicant for another position in the future, say so. You have already spent the time on an interview.

If pressed for a reason why an applicant will not be offered a job, you always have the option of telling the applicant that you do not discuss the reasons for your hiring decisions. Or you may explain that, for example, you have already interviewed other, more qualified applicants. Use your judgment, realizing that it can create a very awkward situation if you merely tell an applicant that he or she is "unqualified" or "lacking experience." Be honest, but do not be confrontational.

If you have found a promising learner, you can continue.

"What is your level of interest in us at this point?"

Explore any doubts or reservations the applicant might have.

"Let me review what the next steps are."

Let the applicant know what is likely to happen next, whether another interview will be needed, and how long it will be before a decision is made.

"I want to thank you for coming today...."

Competence Appointment

Prior to appointment, a successful applicant shall furnish satisfactory proof (Certified Copies) of his/her Date of Birth, Academic or Educational Qualifications, Identity, and any other relevant documentation as may be required. Nobody shall be appointed to the services of ENJO Consultants (Pty) Ltd unless comply with the legal requirements applicable to such an appointment.

The applicant will be required to prove competency through practical application of the required skills, e.g. facilitate a session, conduct an assessment, do a presentation, complete a computer-based task, and so on.

Appointment

A written offer of employment (including conditions of services) must be made to the successful applicant and his/her formal (written) acceptance thereof, obtained, ensuring that all logistical arrangements regarding date, time, and place of assumption of duty are clear. An employee shall furnish his/her permanent residential address, as well as that of his/her next of kin, to ENJO Consultants (Pty) Ltd Human Resource Department in writing and any changes thereof.

Cost of Moving

The cost of transfer on appointment shall be subsidised to a maximum of 0 %, after submission of a receipt in respect of expenditure incurred

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Salary on Appointment or Promotion

Appointment shall be made according to the qualifications and experience of the applicant, at a notch within the prescribed salary scale, provided that, if a successful applicant claims a higher notch than the starting notch of a particular salary scale, the salary notches of the existing employees occupying similar positions in the relevant department/section/division, shall be taken into consideration. If an existing employee is promoted, his/her salary shall be adjusted to the minimum notch of the salary applicable to the position of promotion, provided that such salary adjustment shall be equal in salary to at least one notch of the salary applicable to him/her prior to the promotion.

Appointment Notch of Employees Not Complying with Minimum Qualification Requirements

Successful external applicants shall be appointed at the starting notch of the salary scale attached to a position, without any further advancement on the scale, until such applicant compiles with the minimum requirements. The promotion of employees in the service, who do not comply with the minimum qualifications, shall be dealt with according to the same principles as above.

Recruitment and Selection Procedure

- ⊕ Step 1 Position becomes available.
- ⊕ Step 2 Verification of job specification.
- ⊕ Step 3 Advertisement.
- ⊕ Step 4 Interviewing.
- ⊕ Step 5 Selection.
- ⊕ Step 6 Contract of employment.
- ⊕ Step 7 Probation.
- ⊕ Step 8 End of probation review.

Conditions of Service

Authority

Authority to determine, amend or depart from Conditions of Service the Employer may, at any time, with due regard to any existing rights of an Employee and after duly negotiating and reaching agreement with Employee representatives, amend the Conditions of Service determine other conditions and repeal, amend or replace any of the existing conditions.

Application of The Conditions of Service

The Conditions of Service and any amendment thereto approved from time to time will be applicable to all Permanent Employees appointed by ENJO Consultants (Pty) Ltd.

Commencement of The Conditions of Service

These Conditions of Service will come into effect on date of signing the letter of employment and will replace any other documents previously approved.

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Delegation of Authority

The Director/manager may delegate the authority conferred upon him/her to another person. The responsibility delegated will be exercised in accordance with the instructions of the Director/manager.

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The Creation, Grading and Abolishment of Posts

The Employer reserve the right to the creation, grading and abolishment of posts as may be required from time to time.

Appointment and Obligations

- ⊕ All Employees shall provide the Human Resource department? as well as their department head with their telephone numbers and residential addresses.
- ⊕ No Employees shall remove any equipment from their offices without the prior consent of the head of department.
- ⊕ No Employee shall abuse equipment of the employees of ENJO Consultants (Pty) Ltd or utilise such for personal purposes.
- ⊕ No Employee shall abuse perform or engage to perform remunerative work outside the service of ENJO Consultants (Pty) Ltd without permission of Human Resource Manager.
- ⊕ All Employees will commit themselves to Emergency Work.
- ⊕ An Employee shall always inform the Employer as soon as possible if he is unable to report for duty.

Remuneration

The remuneration of Permanent Employees shall be determined in consultation with Employees Representatives.

Employee Induction

Purpose

The policy aims to facilitate the introduction of a new employee and familiarise them into the activities, goals, and objectives of ENJO Consultants (Pty) Ltd. The importance of induction is to ensure that the new employee not only understands the way ENJO Consultants (Pty) Ltd works and how his/her job is organised, but also to embody the culture of ENJO Consultants (Pty) Ltd.

Policy

All new employees must be properly inducted upon joining ENJO Consultants (Pty) Ltd. It is the responsibility of Director/Training Manager to ensure that each new employee is appropriately inducted on the job and HR Policies, respectively. The essential components of the induction programme are as follows:

- ⊕ Exposure to the vision and mission of ENJO Consultants (Pty) Ltd.
- ⊕ Exposure to the operational Structure of ENJO Consultants (Pty) Ltd.
- ⊕ Discussion regarding the contents of the contract of employment.
- ⊕ Discussion regarding the contents of the HR Policies.
- ⊕ Meeting firstly the Manager.
- ⊕ Meeting secondly the people in his/her department/section/division.
- ⊕ Meeting thirdly people in the immediate work vicinity.
- ⊕ Understanding ENJO Consultants (Pty) Ltd code of conduct.
- ⊕ Understanding the requirements of the probationary period.
- ⊕ Discussions regarding procedures in the department/section/division.

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- ⊕ Finally, agreeing to key results areas and performance standards at the end of the probationary period.

Each Department manager and the HR Manager must ensure that the recruit is taken through any induction programme within five (5) working days of him/her commencing duties.

Probation Policy

All permanent employees, except for the management shall be appointed on probation for six (6) consecutive months, except in cases of promotion. The induction process should be viewed as an integral part of an employee's probationary period. If, after the expiry of an employee's probation period, the Manager is convinced that the employee is suitable for the post he/she occupy, the appointment shall be confirmed by the Human Resource Department.

If the confirmation of the permanent appointment of an employee appointed by the head of department is not recommended, the Training Manager shall recommend in writing to the employee that either, he/she:

- ⊕ Extend the probationary period of the employee by a maximum of two (2) further periods, neither of which may exceed three (3) months.
- ⊕ Terminate the service of such employee, subject to the stipulations of paragraphs 8 and 9 of Schedule 8 of the Labour Relations Act, (Act No.66 of 1995).

During the probationary period, the Manager will:

- ⊕ Agree to objectives with the new employee in relation to his/her position.
- ⊕ Review on at least two occasions the performance of the new employee, i.e. after three (3) months and thereafter at the end of six (6) months.
- ⊕ The performance reviews will be formed and will be recorded on the Mid-Term and final probation progress Report for the employee's file.

FORMS & TEMPLATES F&T 1: EMPLOYMENT APPLICATION FORM
FORMS & TEMPLATES F&T 13: APPLICATION FOR EMPLOYMENT – ACKNOWLEDGEMENT OF RECEIPT
FORMS & TEMPLATES F&T 14: APPLICATION FOR EMPLOYMENT – REJECTION
FORMS & TEMPLATES F&T 15: CONTRACT OF EMPLOYMENT
FORMS & TEMPLATES F&T 16: SERVICE LEVEL AGREEMENT – FACILITATOR
FORMS & TEMPLATES F&T 17: SERVICE LEVEL AGREEMENT - ASSESSOR
FORMS & TEMPLATES F&T 18: SERVICE LEVEL AGREEMENT - MODERATOR
FORMS & TEMPLATES F&T 19: SERVICE LEVEL AGREEMENT – LEARNING MEDIA DESIGNER
FORMS & TEMPLATES F&T 20: DECLARATION OF INTEREST FORM
FORMS & TEMPLATES F&T 21: EMPLOYEE ORIENTATION CHECKLIST/INDUCTION
FORMS & TEMPLATES F&T 22: RESIGNATION BY EMPLOYEE
FORMS & TEMPLATES F&T 23: EXIT INTERVIEW QUESTIONNAIRE
FORMS & TEMPLATES F&T 24: INTERVIEWER'S SELF RATING FORM

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Leave Policy

Application for Leave must be made on the prescribed form a minimum of 5 days in advance and approved by the employee's manager before the Employee may go on leave.

Annual Leave

Calculation of Annual Leave

A permanent Employee who enters the service of the Employer after the Commencement Date is entitled up to 15 working days annual leave during each leave year.

Annual Leave will be calculated for each Permanent Employee as per the date of appointment:

- ⊕ A Permanent Employee will accumulate annual leave monthly starting on the day of appointment.
- ⊕ Annual Leave will be taken within three (3) months after qualifying thereof. Permanent Employees can accumulate their allocated Annual Leave up to a maximum of 15 working days.

Payment of Annual Leave

When an Employee's service with the Employer is terminated, he/she will be paid the cash value of the Annual Leave standing to his credit.

Cashment of Annual Leave

An employee may cash annual Leave standing to his/her credit, subject to the following conditions:

- ⊕ he/she must have at least five (5) year/s of service.
- ⊕ Cashment is only permitted once annually.
- ⊕ Not less than five (5) days may be cashed.
- ⊕ At least 50% of the Annual Leave accrued in the particular year must remain to the credit of the Employee.

Granting of Leave

Application must be made 5 days in advance for leave to be taken. Subject to consultation with the Employee, the employer may change or withdraw annual leave already granted.

Where an Employee falls ill during the period of his/her annual leave, such annual leave, or a part thereof, reverted to sick Leave if a medical certificate containing the required information as contemplated.

Leave Cycle

The Leave Cycle should be in line with the assumption of duty period.

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Unpaid Leave

The Employer may grant an Employee Unpaid Leave at the employer's discretion to a maximum equivalent to the annual leave allocation subject to the following conditions:

- ⊕ Application must be made in advance equal to the period of leave without salary to be taken.

Sick Leave

- ⊕ The employer shall grant an employee 30 days' sick leave in a three-year cycle.
- ⊕ The Employer may require the submission of a certificate in respect of absence due to illness for a period shorter than three (3) days, where the record of the Employee indicates possible abuse of sick Leave.
- ⊕ Where sick leave is taken on a Friday, Monday, the day before or after a long weekend or on a Tuesday or a Friday where it will make a long week end a doctors letter will be required.
- ⊕ Subject to the above, sick Leave, with Remuneration or without salary in respect of which a certificate is not submitted, may be granted only for 10 working days during any calendar year and any further absence will be covered by the granting of annual leave with remuneration, if available or without salary.
- ⊕ Subject to an enquiry, the employer may refuse to grant sick leave with salary in respect of which a certificate is not submitted. Any further absence will be covered by the granting of annual leave with remuneration, if available or without salary.
- ⊕ The Employer will require the submission of a certificate from a registered medical practitioner in respect of absence due to illness for a period of three (3) days or longer.

Unpaid Sick Leave

The employer shall grant an employee unpaid sick leave to a maximum equivalent to the annual leave allocation subject to the following conditions:

- ⊕ Subject to a sick certificate from a medical practitioner registered with the Health Professions Council of South Africa which contains the following information:
 - A statement that the employee is not capable of performing his duties.
 - The period necessary for recuperation.
 - Registration number of medical practitioners.

Examinations and Study Leave

Examination and study leave with full Remuneration will be granted to an employee subject to the following conditions:

- ⊕ For every day on which he writes an examination in respect of a course of study approved by the Training Manager/Director, one (1) working day will be granted.
- ⊕ One (1) additional working day will be granted for preparation for the examination.
- ⊕ The examination roster must be included with the submission of the examination and study leave application, one month before the leave is to be taken.
- ⊕ Results of the examination must be submitted to the Training Manager/Director as soon as the results are available, but not later than three (3) months after the examination was written. In cases where

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the examination was not written, the examination and study leave will revert to annual leave unless a medical certificate is provided, in which case sick leave may be granted.

Leave for Medical Treatment in Large Centres

An employee may be granted up to two days' special leave per family member (including himself/herself examination) per year to enable them to undergo medical examination or medical treatment in larger centres.

Provisions

- ⊕ A written recommendation by a medical practitioner must be furnished.
- ⊕ The recommended medical examination or treatment is not available at the employee's offices.
- ⊕ The employee must travel a distance of 100 kilo-meters or more per single journey.
- ⊕ The granting of a concession to cover the absence is impractical.
- ⊕ The special leave is not transferable between family members, nor may it be accumulated.

Maternity Leave Policy

The above complies with both the letter and the spirit of the Basic Conditions of Employment legislation relating to maternity rights and provisions. The Human Resource Manager shall grant employees maternity leave for a period not exceeding 4 (four) months.

Maternity leave shall be paid at a rate of 0% of such an employee's normal salary for employees with one (1) years' service or more. Employees, who have been in the services of ENJO Consultants (Pty) Ltd for less than one (1) year at the commencement of maternity leave, shall qualify for unpaid leave where the provision of the UIF on maternity leave benefits shall apply. The maternity leave shall commence with four (4) weeks prior to the employee's expected date of confinement and shall not expire for at least six (6) weeks after the date of confinement.

When an employee returns to work at the end of the maternity period, the following conditions will apply:

- ⊕ The employee will be guaranteed her job at the same rate of pay.
- ⊕ If a restructuring exercise has taken place in her absence, a similar job at the same rate of pay will be provided at the same terms and conditions.
- ⊕ The employee will be expected to work back the period of paid maternity leave actually taken in circumstance where resignation after such leave is contemplated, failing which the Human Resource Department shall exercise legal resource for the recovery of monies paid in lieu thereof.

Scope

This policy applies to all female employees excluding casual employees.

Responsibility

Managers must ensure that all female employees are informed of their entitlement to statutory maternity rights and ensure that those rights are understood by all employees.

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Procedure

- STEP 1: The employee writes to her Manager following confirmation of the pregnancy (With a copy of the letter forwarded to the Human Resource Manager.
- STEP 2: If the Human Resource Manager has not been alerted to the situation, the Manager should forward a copy of the letter.
- STEP3: The Manager considers the need for a temporary replacement and liaises with the Human Resource Manager

Following this initial involvement, the Manager steps back from the arrangements and the employees' deals exclusively with the Human Resource Manager. The Manager will be copied with all relevant documentation.?

Sequence of events

Although Managers have no active involvement in the procedure, to enable them to answer questions from their employees, detailed below is a guide to the sequence of events for all employees:

- ⊕ The employee writes to the Manager with confirmation of pregnancy.
- ⊕ The Manager/Employee informs the Human Resource department/Director.
- ⊕ The Human Resource Manager calculates the entitlement to statutory maternity leave.
- ⊕ The Employee advises the Human Resource Manager of the expected date of confinement.
- ⊕ Human Resource Manager informs the employee in writing of the statutory entitlements and enclosing maternity guidelines.
- ⊕ The Human Resource Manager contacts and speaks to the employee to answer any questions.
- ⊕ The Employee writes to the Human Resource Unit confirming the starting date of maternity leave at least 21 days before commencement.
- ⊕ The Employee advises the Human Resource Manager of the birth of the child.
- ⊕ The Human Resource Manager writes to the employee seven (7) weeks after the birth requesting confirmation of intent to return to work.
- ⊕ The signed copy is returned by the employee.
- ⊕ The employee writes to the Human Resource Manager giving at least 21 days' notice to return to work, return to work should be no later than the end of 8 to 20 weeks from the birth of the child commencing with the week in which the child is born.
- ⊕ The employee returns to work.
- ⊕ The terms and conditions are revised if appropriate.

Maternity Leave and Return to Work

The rights to maternity leave and return to work are subject to the following conditions:

- ⊕ The employee must continue to be employed by ENJO Consultants (Pty) Ltd up to the 4th (fourth) week before the expected week of confinement.
- ⊕ The employee must submit to the Training Manager/Director in writing of the intention to take leave of absence due to pregnancy and the intention to return to work; notice must be given 21 days before the start of the absence or as soon as practical.
- ⊕ The employee must submit to the Training Manager/Director certificate of expected date of confinement.

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Statutory Maternity Pay

Inability to Do the Work

If for any reason connected with the pregnancy, the employee is not capable of performing the job, the Human Resource Manager must be informed immediately. The employee is protected by the Maternity provisions of the Employment Legislation and the Human Resource Department must try to offer another job that would be suitable, and which would be on terms and conditions that would not be substantially less favourable.

Temporary Replacement

Managers who need to find a temporary replacement for an employee on maternity leave, should forward an employment requisition letter to the Human Resources unit. Replacement employees recruited from within ENJO Consultants (Pty) Ltd can return to their original positions when the absent employee returns to work. If the original position no longer exists a suitable alternative will be found.

The temporary replacement from outside ENJO Consultants (Pty) Ltd must be advised in writing on engagement that their fixed term contract will be terminated if the absent employee returns to work.

Return to Work

The employee may return to work within not earlier than 6 (six) weeks after giving birth. The Human Resource Manager will write to the employee or call not earlier than 7 (seven) weeks after the date of confinement for confirmation of intent to return to work. The employee must reply within 14 days.

The date of return may be postponed by up to 4 (four) weeks on medical grounds by the employee. The Human Resource Manager may also postpone by 4 (four) weeks, but the employee must be given the reason for the decision.

Still Births and Miscarriages

An employee who has a miscarriage or bears a stillborn child is entitled to maternity leave for six (6) weeks after the miscarriage or stillborn, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillborn.

Adoption

ENJO Consultants (Pty) Ltd shall not grant paid maternity leave for the purpose of adoption in terms of the legally prescribed adoption procedure. Maternity leave shall commence on the date when custody is taken of the child. Such maternity leave shall expire after eight (8) weeks if the age of the child is six (6) months or younger.

Forms & Templates F&T 26: Leave Form
FORMS & TEMPLATES F&T 27: PERFORMANCE APPRAISAL PLAN
FORMS & TEMPLATES F&T 28: POST-PERFORMANCE APPRAISAL FORM
FORMS & TEMPLATES F&T 29: PERFORMANCE IMPROVEMENT FORM

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FORMS & TEMPLATES F&T 30: FOLLOW-UP TO PERFORMANCE IMPROVEMENT FORM

FORMS & TEMPLATES F&T 31: PERFORMANCE COMMENDATION FORM

Flowchart (P17 and PR17): FC 17: Maternity Leave

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Performance Management Policy

Purpose

- ⊕ To provide a consistent and comprehensive approach for assuring the on-going competency of all personnel, contractors, volunteers, and students.
- ⊕ To provide support and guidance to supervisors and managers in its implementation to achieve the best individual and organisational performance outcomes.

Definitions

Definitions

Glossary	Definition
Competency	is defined as the thoughtful integration of one's knowledge, skills, and abilities to perform effectively on the job. Competencies are observable and measurable behaviour which are critical to successful individual and corporate performance. The value of the competency is the expression of the behaviour.

Policy

All staff, contractors, volunteers, and students will demonstrate competency as required by SAQA standards, state, and other regulations, and ENJO Consultants (Pty) Ltd PTY. All ENJO Consultants (Pty) Ltd departments must have a process for determining staff competency at the time of hire and for assessing and documenting continued competency.

Three-Tiered Competency System

Core Competencies

- ⊕ **Organizational competencies** that apply to all our employees. They reflect the strategic mission, vision, and guiding principles of company.
- ⊕ **Department Competencies:** Core competencies specific to a department and which apply to all employees in that department. Typically, the department head and leadership are responsible for developing these competencies.
- ⊕ **Job specific** (including age specific): Competencies needed to carry out the duties of a specific job within the organization. New regulations, procedures, techniques, technology, or equipment may require the revision of these competencies.

Using Competency Data for Assessing Education and Training Needs.

- ⊕ Competency information is used to ascertain training needs at the organizational, departmental and job specific level.
- ⊕ On-going educational programs and in-service training are developed based on this data.
- ⊕ Support and Resources for Competency Development.

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- ⊕ Education and Training, OD (consultation, support & development of materials).
- ⊕ Departmental training and educational representatives/specialists.
- ⊕ Websites.

Procedures

Initial Competency Assessment

The competency assessment process begins prior to hiring an employee via a review of the potential employee's completed application, school records, and previous work experience.

Orientation

Initial competency assessment continues with the organizational, departmental, and job specific orientation and training of personnel. Selected competencies are assessed at hire and during the orientation period to the job.

On-Going Competency Assessment

Each supervisor will be responsible for ensuring that the competence of all his/her employees is assessed, maintained, demonstrated, and improved continually. Any deficiencies noted will be reviewed by the supervisor with the employee on a continuous basis, or as needed. Education and re-evaluation of skills will be initiated at any time the employee fails to maintain a satisfactory level of competency. Failure to maintain a satisfactory level of competence will require a written plan for improvement between the supervisor and employee.

Roles and Responsibilities

Managers and supervisors are responsible for:

- ⊕ Developing department wide and job specific competencies.
- ⊕ Ensuring that employees understand how competency is determined and assessed.
- ⊕ Documenting employee competency.
- ⊕ Providing employee feedback concerning competency.
- ⊕ Developing in-service training and educational programs as needed based on competency data.
- ⊕ Implementing a process for assessing, maintaining, and improving the competency of all department contractors, students, and volunteers that is at the same level of diligence as that for ENJO Consultants (Pty) Ltd employees.
- ⊕ Reporting of competency to the department administrative officer.
- ⊕ Creating an environment that supports competency achievement

Administrative Officers are responsible for:

- ⊕ Reporting overall competency ratings for individuals in their department(s) to both their respective Senior Administrative Officer and the HR Director.
- ⊕ Maintaining full and complete files that include annual competency assessments together with PEPs and PDs.

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HR Director and Staff are responsible for:

- ⊕ Assisting in the development of on-going competencies.
- ⊕ Reporting to the Director on levels of competence, patterns and trends, and competence maintenance activities.
- ⊕ Developing organisational training and educational programs as needed based on competency data.
- ⊕ Serving as a liaison to the departments regarding competency related issues.

Employees are responsible for:

- ⊕ Assisting in the development of on-going competencies.
- ⊕ Understanding and articulating how their competencies are determined and assessed.
- ⊕ Demonstrating on-going competency.
- ⊕ Acceptable Methods of Assessing Competency.

The following methods are acceptable means of assessing department specific or unit specific annual competencies:

- ⊕ Direct observation by a manager, designated evaluator, preceptor, or team while the employee demonstrates the skill in the work setting (the preferred method).
- ⊕ Observation by a supervisor, designated evaluator, preceptor, or team while the employee demonstrates the skills in simulated settings, such as skill labs, mock codes, or drills.
- ⊕ Return demonstration by the employee during a departmental in-service. (The key is that the training by itself does not ensure competence, competence can only be assessed by performance).
- ⊕ Direct observation and return demonstration may be supplemented with other forms of assessment such as tests. However, testing should not be the primary means of assessment.

Documentation of Competency

Competency assessments will be documented annually. Assessment of core competencies will be documented on ENJO Consultants (Pty) Ltd Performance Enhancement Plan (PEP). Core competencies are integrated measures that are part of the PEP. Each core competency and competency description must be written as a performance element. The behavioural indicators are the expected standards or level of performance. (This means there will be four core performance elements for all employees).

Assessment of department and job specific (including age specific if applicable) competencies must be documented in one of the following ways. Assessment criteria to be determined and ensure objectivity typically assessment should be performed by an independent person outside the immediate working environment based on performance and set standards. Competency assessments can be measured by:

- ⊕ Using a combination of the PEP and Department Competency Checklist.
- ⊕ Using a PEP in which the department, job specific and age specific competencies have been merged.

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Implementation

Implementation of the Competency Policy is a management responsibility. Each level of management should ensure that the level below it is properly executing the policy.

To assist managers and supervisors in understanding and facilitating this policy, a training seminar on the topic of competencies will be offered when so indicated. This seminar will offer supervisors and managers the opportunity to be educated on the competency process:

- ⊕ what it is all about, why to do it, how to do it (develop and assess competencies) and how to encourage staff participation in the process to continuously improve it.
- ⊕ Following the development of such a seminar/workshop, other resources will be available to aid in this process.
- ⊕ Each department head is responsible for ensuring that the process is completed effectively (i.e. not just that the paper reports are completed, but also that subordinate supervisors understand the process and take it seriously as far as communicating effectively with their staff). Higher level management will spot check the process to further ensure compliance.
- ⊕ It will be the responsibility of each department head to ensure the competency assessment of contractors, volunteers, and forensic staff.

Reporting

HR will provide a list of all staff to be assessed once a year (in January) to be completed in each department. Competency records will also feature in the Management Review.

Documents

Flowchart (P17 and PR17): FC 18: Appraisal Procedure

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Employees Development Policy

Introduction

ENJO Consultants (Pty) Ltd Employees Development Policy evolves from the way ENJO Consultants (Pty) Ltd values its employees. This is demonstrated in ENJO Consultants (Pty) Ltd commitment by providing funds for employee's development. In its pursuit of excellence, ENJO Consultants (Pty) Ltd is convinced that professional, well-equipped, and satisfied employees provide the key to ENJO Consultants (Pty) Ltd attaining its mission. The policy provides a framework for employee's development in pursuit of enhancing both individual and institutional performance.

ENJO Consultants (Pty) Ltd employees are pivotal to achieving the institution's strategic priorities. To empower them to contribute optimally, it is assumed that they should have/acquire the needed skills/competencies, knowledge, attitudes, and values to display behaviour consistent with the competency profiles required by their current and/anticipated future roles or positions.

Purpose

The Employees Development Policy of ENJO Consultants (Pty) Ltd provides a strategic framework that aims to address employees and company development in an integrated manner within the complex education and training context. This policy takes as points of departure the vision; mission; commitment to quality; equity; a service orientation; values and strategic priorities of ENJO Consultants (Pty) Ltd as well as the RSA Constitution and Skills Development legislation. Against this background it envisaged that Performance Management (PM) processes together with learning and company initiatives be managed in an integrated manner to contribute to the optimising of employees' performance and ultimately uphold Company strategic priorities.

Other Relevant Policies

The employee's development policy of ENJO Consultants (Pty) Ltd should be viewed and executed together with other policy goals and documents of ENJO Consultants (Pty) Ltd particularly those regarding employment equity, the skills development act, skills levy act, diversity and national policy imperatives that impact on employee's development at ENJO Consultants (Pty) Ltd.

Aims and Objectives

ENJO Consultants (Pty) Ltd fundamental aim with employee's development is to improve and enhance the quality of both institutional development and individual employee's performance within the ambit of education and training. ENJO Consultants (Pty) Ltd further aims to enhance the personal and professional well-being of employees by providing for a working environment that both satisfies and improves productivity. This takes place within a knowledge-driven, scientifically funded and technologically fast developing society where legislation demands accountability and efficiency.

ENJO Consultants (Pty) Ltd affirms its mission of excellence by ENJO Consultants (Pty) Ltd employee's development strategy that is integrated into ENJO Consultants (Pty) Ltd planning cycle and upholds the achievement of Company strategic priorities and goals foster a quality culture in all the activities and facilitate a culture of lifelong learning and development.

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Company Development

The overarching aim of ENJO Consultants (Pty) Ltd is to maintain and recruit training and support employees of good standing – employees that will view ENJO Consultants (Pty) Ltd as a place of preference and will respond to education and training challenges with confidence and enthusiasm. Employees needs to successfully and proactively negotiate evolving external and internal changes and pressures related to key performance areas.

Individual Employees Performances

The employee's development programme will in future be driven by developmental areas identified by line management against the background of the performance management process.

Categories of Employees

At ENJO Consultants (Pty) Ltd, employees' development addresses the work-related needs of all employees, and, unless indicated otherwise, training employees includes both facilitators, assessors, and moderators, Support for employees includes administrative, technical, and service workers.

Areas for Development

ENJO Consultants (Pty) Ltd actively encourages and promotes the employees' development, with the goal of providing the following opportunities for all employees to participate in appropriate employees' development programmes and activities.

These include:

- ⊕ Professional development training that includes training required by an individual to retain proficiency and currency in the procedures and practices of a defined discipline or profession. Training within this definition would constitute continuous professional development including, for example, the attendance of professional conferences and the continued development of specialist knowledge and skills, whilst retaining professional registration status. Funding for attendance of programmes of this nature would normally be the responsibility of the individual employee's member or his/her department. This includes funding for continued professional development (CPD).
- ⊕ Career development training that entails continued training/retraining by way of career development courses and/or the structured training programme schedule of courses and developmental activities. These activities would be designed by the Training Department of ENJO Consultants (Pty) Ltd to meet the employees' development needs against the background of Company objectives. Funding will be provided by ENJO Consultants (Pty) Ltd strategic employee's development fund and supported by the levies received from the Department of Labour in accordance with the Skills Levies Act (Act 9 of 1999).
- ⊕ Individual development training that aims to improve the skills of an individual and to provide a basis for a professional career or to satisfy a personal developmental need. Funding for this training is an individual responsibility.
- ⊕ Personal and Professional well-being. These programmes and activities actively encourage and promote the well-being of employees, with the goal of providing for job satisfaction and enhancing employees' morale.

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Special Objectives

To achieve the above-mentioned, ENJO Consultants (Pty) Ltd has adopted the following specific objectives, namely to:

- ⊕ Increase equal opportunities and awareness of equity issues.
- ⊕ Encourage training department and units to make provision for the professional development of their employees and to include employee's development goals, objectives, strategies, and action plans in their strategic plans.
- ⊕ Provide a professional service to ENJO Consultants (Pty) Ltd management and employees.
- ⊕ Promote a Performance Management System that will serve as a mechanism to improve and enhance both individual employees and institutional performance.
- ⊕ Budget sufficiently for the provision of this service.

Integrated Human Resource Development

The development of employees should form part of an integrated human resource system. Procedures for selection, compensation and promotion, probation and study leave should articulate with and be informed by employee's development and vice versa. At best, the different practices should complement each other but at the very least due care must be taken to ensure that these are not in conflict with each other.

Employee training should form part of the Workplace Skills Plan, and this should be implemented accordingly. All employees across all levels, irrespective of when employed, will have access to further development if it meets the organisational vision and mission.

Employees will be notified of available training programmes via email, SMS, or the notice boards at the green areas.

Ethos

Acknowledgement of multiculturalism, Language and acceptance of redress and equity. Overall, employee's development of ENJO Consultants (Pty) Ltd is therefore directed at the following:

- ⊕ The development of human resources (employees as well as learners).
- ⊕ Considering the needs and interests of the society.
- ⊕ The creation of an ethos of caring as well as the maintenance of enhanced ethical values.

Monitoring and Evaluation

Quality Assurance: The employees' development team will evaluate the adequacy of its service provision by means of verbal feedback, questionnaires (review practice in areas of administration and customer service) and to ensure that the provision is appropriate, of high quality and constitutes an effective application of resources.

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Responsibilities

Company

All departments have a responsibility to identify, facilitate and provide their employees with appropriate employee's development opportunities.

The Training Department provides advice and support to assist both individuals and groups to fulfil their employee's development responsibilities, specifically in relation to training and development in skills which have broad application across ENJO Consultants (Pty) Ltd.

Senior Management

Senior management should:

- ⊕ Advocate the importance of employee's development.
- ⊕ Channel a realistic part of their budget to employee's development.
- ⊕ Create and maintain an appropriate infrastructure for employee's development.
- ⊕ On a continuous basis, provide moral support in favour of employee's development.
- ⊕ Establish a performance management system that motivates and rewards good performance.

Line Managers

Managers are directly responsible for the identification of the developmental needs of their employees. They are to ensure that these needs are appropriately addressed and timeously communicated to the Training Department of ENJO Consultants (Pty) Ltd. They are also expected to support the overall employees' development programmes by encouraging and facilitating participation of their employees, whether as participants, organisers or course leaders and facilitators.

Professional development training i.e. disciplines, or occupation-specific training is the responsibility of the relevant departments.

Employees Development Unit

The Training Department is the official body charged with the promotion of training across ENJO Consultants (Pty) Ltd. It is the function of this unit to support and foster individual and departmental training and development initiatives as identified within ENJO Consultants (Pty) Ltd. In doing so it seeks to move towards the achievement of the full potential of individuals and departments. Thus, this unit acts as organiser, promoter, and information centre and liaise with departments.

The Training Department is responsible for:

- ⊕ The compilation of a policy for employee's development at ENJO Consultants (Pty) Ltd
- ⊕ Director coordinating training and development of training and support employees at ENJO Consultants (Pty) Ltd, with special reference to the performance management system.
- ⊕ Taking responsibility for the induction of new employees at ENJO Consultants (Pty) Ltd
- ⊕ On an on-going basis, identifying the developmental needs of employees.

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Accountability

- ⊕ To compile a yearly report on training and development provided by ENJO Consultants (Pty) Ltd.
- ⊕ To report to the relevant SETA regarding training and development at ENJO Consultants (Pty) Ltd.
- ⊕ To conduct institutional research on the impact of employees' development at ENJO Consultants (Pty) Ltd and report to applicable structures.

Individual

The responsibility of the individual includes:

- ⊕ The development of work-related skills and knowledge.
- ⊕ Participation in developmental activities to maximise benefits for both ENJO Consultants (Pty) Ltd and the individual.
- ⊕ Equipping him/herself continuously with competencies, skills, etc., in response to evolving and changing job requirements.

Implementing Procedure

Guidelines

All programme designs are based on scientific methods, according to professional standards and subjected to evaluation for purposes of monitoring success.

Establishment of A Training Committee

It is proposed that an independent committee should be established consisting of:

- ⊕ Director.
- ⊕ Training Department.
- ⊕ Skills facilitator.

Planning

The Training Department promotes development opportunities for all employees through the establishment of strategic directions as well as the development and review of relevant policy.

The Training Department's planning phase includes the following:

- ⊕ The employee's development activities are determined by the Training and Development Funding Committee under the chairmanship of the Director.
- ⊕ Annual programmes are drafted (normally between December and January) by the Training and Development Funding Committee to prevent duplication and to encourage co-operation.
- ⊕ It is the responsibility of the Managers of department to identify employee's development and training needs and then motivate them to the Training and Development Funding Committee.
- ⊕ The result of the performance management system will be used to identify training and developmental needs.

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Presentation

Internal or external facilitators will be used for the following specific programmes:

- ⊕ Induction/orientation.
- ⊕ People skills.
- ⊕ Management skills.
- ⊕ Position specific skills to improve scope.
- ⊕ Company development.

Information Service

- ⊕ Networking purposes.
- ⊕ Information distribution.
- ⊕ Self-study.

Funding

Allocation of Funds

The allocation of funds received from ENJO Consultants (Pty) Ltd strategic employee's development fund, supplemented by the levies according to the Skills Levy Act, will primarily be utilised to improve the expertise of all employees.

In considering the allocation of funds, preference will be given to training and development opportunities that will benefit the entire employee's component – not primarily the individual.

Allocation of funding from this source will be having knowledge of values and principles such as redress, equity, excellence, and merit.

This fund is not primarily aimed at conference attendance – other avenues for the funding of conference attendance should also be explored and will only be considered in most deserving instances.

Criteria that will be used to make decisions for the allocation of funds obtained from ENJO Consultants (Pty) Ltd strategic employees development fund supplemented by the levies according to the Skills Levy Act are e.g. race and gender (in an attempt to rectify past inequalities), qualifications already obtained, qualifications already sponsored by ENJO Consultants (Pty) Ltd , developmental opportunities and exposure already, age (to determine whether ENJO Consultants (Pty) Ltd will benefit from this investment), providing evidence of improving oneself, funding previously received, academic achievements and link with the strategic priorities of ENJO Consultants (Pty) Ltd .

Preference will be given to development opportunities that will improve the core business (teaching, learning, research, service to Company clientele and community) of ENJO Consultants (Pty) Ltd.

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Procedure to Apply for Funding

Approval of Funding

- ⊕ The Manager of the Department should submit a written motivation for funding to the Training Department. The proposed participant(s) details must be supplied as well as course details such as content, dates, costs (i.e. quotation) and providers' details.
- ⊕ The employee concerned (in the case of individual applications) must also complete an Employee's Development Application form.
- ⊕ Funding of employees to attend courses by external providers will not be considered if similar courses are provided within ENJO Consultants (Pty) Ltd.
- ⊕ The Training Department is authorised to approve applications for individual training as approved at annual budget meeting per individual application for training by an external provider every three-year period.
- ⊕ The Training Department will consider and approve funding requests for amounts exceeding those indicated in the paragraph. In considering these applications for individuals/groups of individuals, the following criteria will be considered:
 - Relevance to the individual's job and personal development considering the current level of experience and qualifications. The need for any training should be motivated with reference to the individual's personal development plan as captured in his/her performance appraisal or probation report and/or in the succession plan/ or equity plan for the unit.
 - Applications relevant to Company priorities and learning and development related to corporate priorities – both Company-wide and service related - will take precedence.
 - Where the Manager is unwilling to support an individual employee's funding application for training, a cover letter by the applicant should motivate why the application deserves special consideration.

The costs of this training will be debited to ENJO Consultants (Pty) Ltd strategic employee's development fund supplemented by the Skills Development Levy account. The Director is the only signatory on this account.

Accountability for Employees Development

The Director is accountable for the extent, quality, efficiency and equitable delivery of employee's development in ENJO Consultants (Pty) Ltd. Information regarding employee's development expenditure and participation is required to meet these accountability demands and to enable ENJO Consultants (Pty) Ltd to engage in effective planning both centrally and within budgetary units.

The training manager is also obliged to respond to requests for information on employees training and development by external bodies as stipulated by the Department of Labour and SETA.

Departments should include a report on their involvement in employee's development in publications such as annual reports.

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Resource Related Issues

Utilizing Employees Skills

The skills of employees should be used as much as possible within the employee's development programmes. Managers and supervisors are expected to support employee's development by encouraging and facilitating participation by their employees as course leaders and facilitators.

Resource Sharing

Sharing of resources for employees' development within ENJO Consultants (Pty) Ltd, with other education and training companies in the region and nationally, and with appropriate companies and institutions within ENJO Consultants (Pty) Ltd 's industry should be encouraged.

Documents

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Confidentiality Policy

Personal Files

Copies

An individual file shall be maintained on all employees of ENJO Consultants (Pty) Ltd.

Copies of important transactions, as determined by the Director or his/her designee, concerning the employee shall be maintained in this file.

Inspections by Employees

Upon written request, information in the employee's personnel file, except for confidential employment references sent to or solicited by ENJO Consultants (Pty) Ltd, shall be made available for inspection by the employee or his/her designated agent. Proper identification will be required of the individual. ENJO Consultants (Pty) Ltd reserves the right to make records available only during normal business hours of the office where the records are maintained. Records may be reviewed only in the presence of an employee in the office of record. An appointment must be made with the personnel official at the office of record indicating the specific information desired for review. The office of record given reasonable notice may supply copies of information that is subject to review.

Medical Information

Confidentiality

ENJO Consultants (Pty) Ltd believes that any medical information about its employees is confidential. Employees are directed to provide ENJO Consultants (Pty) Ltd only with medical information that is specifically requested and not to volunteer detailed medical information that has no bearing upon an employee's job performance.

Employees should not leave detailed medical information on any internal voice mail or include it in email, as these means of communication are not kept confidential.

Employees' medical information will be kept in a secure, separate area. Access to medical information will be restricted and, on a need, -to-know basis.

Employees should exercise care in discussing another's medical conditions, particularly conditions of other employees. Such information is private and should be treated as such. Any employee who is found to have improperly obtained or disclosed confidential medical information of another employee shall be disciplined up to and including being terminated from employment.

Breach of Confidentiality

Any employee who believes that confidential information about his/her medical condition or records has been improperly revealed should notify ENJO Consultants (Pty) Ltd or, if she is believed to be the person who

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committed the unauthorised disclosure, the Director. All such complaints shall be investigated promptly, and the result of the investigation shall be reported to the employee.

Privacy Rights

Written Permission to Release Personal Data

Written permission of the employees must be obtained before releasing personal information. The policy lists the following rights of employees regarding their official records:

- ⊕ The right to inspect and review information contained in personal records.
- ⊕ The right to challenge the contents of their personal records.
- ⊕ The right to submit an explanatory statement for inclusion in the personal records if the outcome of the hearing is unsatisfactory.
- ⊕ The right to prevent disclosure, with certain exceptions, of personally identifiable information.
- ⊕ The right to secure a copy of Company policy, which includes the location of all personal records
- ⊕ The right to file complaints with the Department of labour, concerning the alleged failures by ENJO Consultants (Pty) Ltd to comply with the Policy.

FORMS & TEMPLATES F&T 12: EMPLOYMENT APPLICATION FORM

FORMS & TEMPLATES F&T 15: CONTRACT OF EMPLOYMENT

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Sexual Harassment Policy

Definition

ENJO Consultants (Pty) Ltd has a strict policy prohibiting all forms of sexual harassment at the workplace. This policy applies to all employees, supervisors, learners, vendors, and non-employees who have contact with our employees. Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests to an employee for sexual favours, and other visual, verbal, or physical conduct of a sexual or offensive nature when either:

- ⊕ Submission to such conduct is made an explicit or implicit term or condition of employment, continued employment, or advancement.
- ⊕ Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual.
- ⊕ Such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Reporting Misconduct

Any employee who feels that she/he or another co-worker is a victim of sexual harassment she/he should immediately report any misconduct to the Training Manager/Director, including, without limitation, without fear of reprisal.

The employee can bypass anyone involved in the harassment in reporting it. All complaints and related information will be thoroughly investigated and kept strictly confidential. The results of the investigation shall be promptly reported to the person(s) making the complaint(s).

Outcomes

Employees who, after investigation, have been determined to have been engaging in the sexual harassment of their co-workers or learners or the use of profane or abusive Language which violates the sensitivities of their co-workers or learners will be subject to disciplinary action, up to and including termination.

Required Signature

A full copy of this sexual harassment policy will be included with new employee's copy of these policies. All Company employees are required to sign this attachment as proof that they have read and understand ENJO Consultants (Pty) Ltd sexual harassment policy. This form is to be returned to the Human Resources Department and signed by an employee's representative. The original will be kept in the employee's personnel file.

Learner Complaints

Learners who believe they have been sexually harassed and wish further information or assistance in filing a complaint, should contact the Human Resources Department.

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Dismissal Policy

- ⊕ Labour Relations Act 66 of 1995.
- ⊕ Code of Good Practice on Dismissals Based on Operational Requirements.

Code of Good Practice on Dismissals Based on Operational Requirements

(1) This Act defines a dismissal based on the operational requirements of an employer as one that is based on the economic, technological, structural, or similar needs of the employer. It is difficult to define all the circumstances that might legitimately form the basis of a dismissal for this reason. As a rule, economic reasons are those that relate to the financial management of the enterprise. Technological reasons refer to the introduction of new technology which affects work relationships either by making existing jobs redundant or by requiring employees to adapt to the new technology or a consequential restructuring of the workplace. Structural reasons related to the redundancy of posts consequent to a restructuring of the employer's enterprise.

(2) Dismissals for operational requirements have been categorized as "no fault" dismissals. In other words, it is not the employee who is responsible for the termination of employment. Because retrenchment is a "no fault" dismissal and because of its human cost, this Act places particular obligations on an employer, most of which are directed toward ensuring that all possible alternatives to dismissal are explored and that the employees to be dismissed are treated fairly.

(3) The obligations placed on an employer are both procedural and substantive. The purpose of consultation is to permit the parties, in the form of a joint problem-solving exercise, to strive for consensus if that is possible. The matters on which consultation is necessary are listed in s189(2). This section requires the parties attempt to reach consensus on, amongst other things, appropriate measures to avoid dismissals. For this to be effective, the consultation process must commence as soon as a reduction of the workforce, through retrenchments or redundancies, is contemplated by the employer so that possible alternatives can be explored. The employer should in all good faith and keep an open mind throughout and seriously consider proposals put forward.

(4) This Act also provides for the disclosure of information by the employer on matters relevant to the consultation. Although the matters over which information for the purposes of consultation is required are specified in s189(3), the list in that section is not a closed one. If considerations other than those that are listed are relevant to the proposed dismissal or the development of alternative proposals, they should be disclosed to the consulting party. In the event of a disagreement about what information is to be disclosed any party may refer the dispute to the CCMA in terms of section 16(6) of this Act.

(5) The period over which consultation should extend is not defined in this Act. The circumstances surrounding the consultation process are relevant to a determination of a reasonable period. Proper consultation will include:

- ⊕ the opportunity to meet and report back to employees.
- ⊕ the opportunity to meet with the employer.
- ⊕ the request, receipt, and consideration of information.

(6) The more urgent the need by the business to respond to the factors giving rise to any contemplated termination of employment, the more truncated the consultation process might be. Urgency may not, however, be induced by the failure to commence the consultation process as soon as a reduction of the

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workforce was likely. On the other hand, the parties who are entitled to be consulted must meet, as soon, and as frequently as, may be reasonably practicable during the consultation process.

(7) If one or more employees are to be selected for dismissal from a number of employees, this Act requires that the criteria for their selection must be either agreed with the consulting party or if no criteria have been agreed be fair and objective criteria.

(8) Criteria that infringe a fundamental right protected by this Act when they are applied can never be fair. These include selection based on union membership or activity, pregnancy, or some other unfair discriminatory ground. Criteria that are on the face of it neutral should be carefully examined to ensure that when they are applied, they do not have a discriminatory effect. For example, to select only part-time workers for retrenchment might discriminate against women, since women are predominantly employed in part-time work.

(9) Selection criteria that are generally accepted to be fair include length of service, skills, and qualifications. Generally, the test for fair and objective criteria will be satisfied using the "Last in first out" (LIFO) principle. There may be instances where the LIFO principle or other criteria needs to be adapted. The LIFO principle for example should not operate to undermine an agreed affirmative action programme. Exceptions may also include the retention of employees based on criteria mentioned above which are fundamental to the successful operation of the business. These exceptions should however be treated with caution.

(10) Employees dismissed for reasons based on the employer's operational requirements are entitled to severance pay of at least one week's remuneration for each completed year of continuous service with the employer unless the employer is exempted from the provisions of section 196. This minimum requirement does not relieve an employer from attempting to reach consensus on severance pay during the period of consultation. The right of the trade union, through collective bargaining, to seek an improvement on the statutory minimum severance pay is not limited or reduced in any way.

(11) If an employee either accepted or unreasonably refused to accept an offer of alternative employment, the employee's statutory right to severance pay is forfeited. Reasonableness is determined by a consideration of the reasonableness of the offer of alternative employment and the reasonableness of the employee's refusal. In the first case, objective factors such as remuneration, status and job security are relevant. In the second case, the employee's personal circumstances play a greater role.

- (12) (1) Employees dismissed for reasons based on the employers' operational requirements should be given preference if the employer again hires employees with comparable qualifications, subject to -
- (a) the employee, after having been asked by the employer, and having expressed within a reasonable time from the date of dismissal a desire to be re-hired; and
 - (b) a time limit on preferential rehiring. The time limit must be reasonable and must be subject of consultation.
- (2) If the above conditions are met, the employer must take reasonable steps to inform the employee, including notification to the representative trade union, of the offer of re-employment.

FORMS & TEMPLATES F&T 14: APPLICATION FOR EMPLOYMENT – REJECTION
FORMS & TEMPLATES F&T 13: APPLICATION FOR EMPLOYMENT – ACKNOWLEDGEMENT OF RECEIPT
FORMS & TEMPLATES F&T 15: CONTRACT OF EMPLOYMENT
FORMS & TEMPLATES F&T 22: RESIGNATION BY EMPLOYEE
FORMS & TEMPLATES F&T 21: EMPLOYEE ORIENTATION CHECKLIST/INDUCTION
FORMS & TEMPLATES F&T 23: EXIT INTERVIEW QUESTIONNAIRE

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Staff and Learner Code of Conduct Policy

Purpose

The Code of Conduct (the Code) outlines the standard of behaviour expected of employees and learners of ENJO Consultants (Pty) Ltd. It is designed to assist staff and learners to understand their responsibilities and obligations and provide guidance on expected behaviour in the workplace, or if faced with an ethical dilemma or conflict of interest in their work/learning involving colleagues, learners and ENJO Consultants (Pty) Ltd.

Scope

This policy applies to all employees and learners of ENJO Consultants (Pty) Ltd, and persons holding an honorary, visiting, or adjunct appointment.

Definitions

Glossary	Definition
Staff Member:	Any person who is an employee of ENJO Consultants (Pty) Ltd. This includes full-time, part-time, contract and casual staff.
Learner:	Any person enrolled as a student at ENJO Consultants (Pty) Ltd. This includes full-time, part-time, distance learning and students studying at Partner Provider locations.
Ethics:	The guiding values, principles and standards that enable people determine how things should be done and how they should act. Ethics refers to the judgements that people make and the process that determines those judgements. It is the process by which people make value-based decisions which ultimately guides their actions and behaviours.
Ethics Systems:	The policies, codes, management structures and processes an organisation devises to encourage appropriate behaviour, including values; codes of ethics/conduct, performance management and rewards systems, corporate governance systems including risk analysis, performance evaluation and reporting protocols, risk audits and fraud and corruption policies.
Disciplinary Action:	Measures taken by ENJO Consultants (Pty) Ltd in relation to unsatisfactory performance, misconduct, or serious misconduct.
Misconduct:	Misconduct means neglect of duty or unacceptable behaviour.

Policy Application

ENJO Consultants (Pty) Ltd values of:

- ⊕ Intellectual responsibility.
- ⊕ Ethical practice.
- ⊕ Respect for each other.
- ⊕ Service to our community.
- ⊕ Lifelong Learning.
- ⊕ Commitment to sustainability; are the principles underpinning the Code of Conduct.

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This Code of Conduct confirms that commitment and outlines the expectations of all staff members and learners of ENJO Consultants (Pty) Ltd and is designed to promote a culture of fair and ethical behaviour. It will assist to safeguard trust and confidence in the integrity and professionalism of staff and learners by ensuring that appropriate standards of conduct; exhibit fairness, impartiality, honesty and consistency in decision making; and foster and protect the reputation of ENJO Consultants (Pty) Ltd is maintained.

Fair, Safe and Ethical Environment

An ethical environment relies upon individuals having responsibility for their own professional behaviour. ENJO Consultants (Pty) Ltd has a responsibility to provide a safe, encouraging, and supportive work environment that recognises and values staff diversity, abilities, and contributions. All members of staff are entitled to be treated with respect and work in an environment free from discrimination, harassment, bullying or maliciousness. Equally, staff and learners have a responsibility to act with integrity, honesty, transparency, and impartiality in their dealings with colleagues, students, and members of the wider community.

Staff members and learners are required to perform their duties in a safe and competent manner in accordance with relevant Occupational Health and Safety legislation and Company policies and procedures. They must take care not to put themselves or other members of ENJO Consultants (Pty) Ltd at risk or reduce their ability to carry out their duties through unsafe practices, inappropriate behaviour or the misuse of alcohol or drugs. Every effort should be made to ensure that staff and learners are safe and secure.

Personal and Professional Behaviour

Staff members and learners are to perform any duties associated with their position diligently, impartially, and meticulously, to the best of their ability. They are to:

- ⊕ Treat members of the public, learners and other staff members with courtesy and sensitivity to their rights.
- ⊕ Provide all necessary and appropriate assistance.
- ⊕ Strive to keep up to date with advances and changes in the body of knowledge and the professional and ethical standards relevant to their area of expertise.
- ⊕ Comply with any relevant legislative, industrial, or administrative requirements, and all Company rules, policies, and procedures.
- ⊕ Maintain adequate records to support any decisions made.
- ⊕ Strive to obtain value for public money spent and avoid waste and extravagance in the use of resources.
- ⊕ Conform with the principles of sustainability.
- ⊕ Maintain the confidentiality of official information in accordance with ENJO Consultants (Pty) Ltd Confidentiality Policies.
- ⊕ Avoid undertaking any activity that could potentially compromise the performance of their duties.
- ⊕ Comply and adhere to this Code.

Equity, Diversity and Social Inclusion

Staff and learners will be instrumental in creating a work and learning environment where all members are able to participate fully, find a sense of belonging, and have opportunity to engage meaningfully with one another as well as Facilitators and Assessors. They will act to create a fair, inclusive, and safe learning environment, where diversity is valued and where unlawful discrimination, bullying, harassment, and victimisation in any form are considered unacceptable.

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Conflict of Interest

The potential for a conflict of interest arises when a staff member or learner has private interests that could influence or appear to influence judgments made during their professional duty. Members must ensure that there are no real or apparent conflicts of interest with respect to:

- ⊕ The misuse of influence to further personal, sexual, and financial relationships, whether with other staff, students, or members of the community.
- ⊕ Making decisions and providing advice.
- ⊕ External, private work including directorships and board memberships.
- ⊕ Use of confidential information.

Staff nor learners may solicit gifts or benefits that might in any way compromise or influence them in their capacity as employees of ENJO Consultants (Pty) Ltd. A staff member or learner may give or receive a gift, which is offered as part of a social, cultural, or ceremonial practice.

When conducting research or business activities, conflicts of interest may occur when a member's responsibilities conflict with their private or personal interests which may raise questions of objectivity and/or improper gain. Members should advise Management immediately as most conflicts can be successfully resolved without impeding the business activity.

Any member who is unsure if a conflict of interest exists must seek advice from a more senior member of staff.

Gifts, Benefits and Hospitality

Members have a responsibility to behave with integrity and impartiality, this includes responding appropriately to offers of gifts, benefits, and hospitality. Staff and learners may not seek or accept gifts that could be reasonably perceived as influencing them, particularly from people or organisations about whom they are likely to make decisions involving:

- ⊕ Tender processes.
- ⊕ Procurement.
- ⊕ Implementation.
- ⊕ Certification.
- ⊕ Regulation; or
- ⊕ Learner enrolment/ Training entry procedures

Gifts of money may not be accepted in any circumstances; incidents must be reported to the Management immediately. If unsure how to respond to an offer of a gift, benefit or hospitality, they should seek advice from their manager/supervisor.

Confidential Information and Privacy

Learners and staff are entitled to confidentiality and privacy with respect to information relating to them. They should ensure they are aware of the legal and ethical requirements relating to Confidentiality Agreements and the use of sensitive and confidential information.

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Records Management

ENJO Consultants (Pty) Ltd is legally bound to adhere to proper records management practices and procedures. All documents that form part of ENJO Consultants (Pty) Ltd's records must be placed on official files. Employees must not damage, dispose of, or in any other manner interfere with official documents or files. Learner records are confidential and only appointed staff are allowed access thereto. The destruction of records may only take place in accordance with a disposal and retention schedule that has been approved by Management. For further information staff should refer to the *Records Keeping Policy*.

Resources

All staff are accountable for the efficient and effective use of funds and must only act within delegated authority and in accordance with ENJO Consultants (Pty) Ltd's financial policies. Staff are expected to maintain proper documentation and records of financial transactions, report instances of misuse or misappropriation of funds, and not use Company funds or credit cards for personal use or benefit. If there is any confusion about delegation or expenditure, staff should seek clarification from Management.

All facilities, equipment or vehicles must be used efficiently and in accordance with Company policy. Staff and learners must report damaged or defective equipment and facilities to Management and ensure that where the damage or defect is a danger to health and safety, action is taken to protect staff members and Learners from danger.

All staff are required to observe Company policies and procedures for the use of information technology, including ENJO Consultants (Pty) Ltd's

Use of electronic communications Policy.

Staff must not allow any unauthorised access to ENJO Consultants (Pty) Ltd's information systems. Failure to comply will result in disciplinary action.

Breaches/Complaints Provision

Any person, whether a member of ENJO Consultants (Pty) Ltd, who on reasonable grounds believes that ENJO Consultants (Pty) Ltd has breached this Policy may complain in writing to Management specifying details of the alleged breach. Breaches of the Code may result in disciplinary action. Complaints will be dealt with in accordance with relevant Company policy and procedure. Failure to behave in the ways described in the Code may lead to action under ENJO Consultants (Pty) Ltd's Industrial Relations Policies http://guerin.ballarat.edu.au/aasp/staff/personnel/app_uca_2010_2012.pdf. Allegations of serious misconduct will be dealt with in accordance with the Disciplinary Code.

Flowchart (P17 and PR17): FC 19: Grievance Procedure
Flowchart (P17 and PR17): FC 20: Disciplinary Procedure

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ENJO Consultants (Pty) Ltd	REFERENCE:	P18 & PR18
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Equity	EFFECTIVE DATE:	03 March 2020
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Equity: P18 and PR18

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31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Equity: P18 and PR18

Purpose

The purpose of this policy is to describe ENJO Consultants (Pty) Ltd guidelines in relation to equity.

Scope

The scope of this policy covers the Equity principles of ENJO Consultants (Pty) Ltd.

Policy Application

ENJO Consultants (Pty) Ltd will apply all the relevant and current legislations as stipulated in the Employment Equity Act no. 55 of 1998.

All steps will be taken to promote equity in ENJO Consultants (Pty) Ltd by eliminating unfair discrimination in any policy or practice. Where a gender is mentioned as he or she, the other is automatically accepted as being mentioned.

ENJO Consultants (Pty) Ltd will not unfairly discriminate, directly or indirectly, against an employee in its employment policy or practice on one or more grounds, including race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, Language and birth.

ENJO Consultants (Pty) Ltd will take the relative affirmative action measures as stipulated in the Employment Equity Act no.55 of 1998 or to distinguish, exclude or prefer any person based on an inherent requirement of a job.

ENJO Consultants (Pty) Ltd will not permit the harassment of an employee in any form of unfair discrimination.

ENJO Consultants (Pty) Ltd will not do medical testing of an employee unless:

- ⊕ Legislation permits or requires the testing to be done.
- ⊕ It is justifiable in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of a job.
- ⊕ ENJO Consultants (Pty) Ltd will not test an employee to determine what the employee's HIV status is unless such testing is determined justifiable by the Labour Court in terms of section 50 (4) of the Act.

Psychometric testing and other similar assessments of an employee will not be done unless it is of importance for the position within ENJO Consultants (Pty) Ltd.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P19 & PR19
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Grievance (Employees)	EFFECTIVE DATE:	03 March 2020
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Grievance (Employees): P19 and PR19

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Grievance (Employees): P19 and PR19

Purpose

The purpose of this policy is to give guidance and to provide a framework for all employees of ENJO Consultants (Pty) Ltd to deal with grievances raised effectively, and at the earliest possible stage.

Definitions

The Mild Grievance

- ⊕ This type of grievance does not involve a dispute of facts or require that evidence be submitted to understand the nature of the grievance.
- ⊕ The line manager can easily ascertain the nature of the problem and feels that he/she can resolve the grievance without assistance. For example, an employee lodges a complaint about the unclean state of the toilet facilities.
- ⊕ In this instance the line manager is required to follow the Informal Grievance Investigation Procedure.

The Serious Grievance

- ⊕ This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance.
- ⊕ Alternatively, the line manager does not feel he/she can resolve the grievance without assistance.
- ⊕ For example, one employee claims another employee hit him during their lunch break.
- ⊕ In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

The Sensitive Grievance

- ⊕ The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment, victimisation etc.
- ⊕ In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

Scope

The policy applies to all employees of ENJO Consultants (Pty) Ltd.

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Policy Application

The objects and purposes of the Grievance Procedure will only be achieved if it functions effectively and is properly utilised. Considering the above, ENJO Consultants (Pty) Ltd is committed to ensuring that:

- ⊕ Employees are aware of the opportunity to express grievances.
- ⊕ Employees feel free to express their grievances without the fear of victimisation or intimidation or prejudice to their employment relationship.
- ⊕ Employees are encouraged to use the procedure, but also warned not to abuse it with false grievances.
- ⊕ Sensitive grievances are dealt with privately, and confidentiality of information is maintained.

Procedures

Identification and Preliminary Investigations

Flowchart FC 1: Grievance Flowchart (Employees)

- ⊕ Employees must be informed of their rights to lodge a grievance and where the applicable Grievance Application Form can be obtained.
- ⊕ All grievances may be lodged with management if the employee feels more comfortable doing so.
- ⊕ No employee may leave his/her normal place of work or engage in any grievance discussion without prior permission, and such permission shall not be unreasonably withheld.
- ⊕ Assistance must be offered if necessary, by the line manager in lodging such a grievance and completing the Grievance Application Form.
- ⊕ The line manager must consider the nature and type of the grievance lodged and based on this assessment decide as to the best grievance resolution procedure to follow. The mild grievance can be dealt with via the informal investigation route; however, a serious grievance and sensitive grievance requires a formal hearing. The appropriate procedures to follow are discussed below.

The Informal Grievance Investigation

- ⊕ The aggrieved employee, or person with whom the grievance has been lodged must ensure the Grievance Application Form has been correctly completed and the grievance is clearly understood.
- ⊕ The line manager must then discuss the grievance and proposed corrective action with the employee in private. The decision on corrective action, if any, must be detailed on the Grievance Application Form.
- ⊕ The aggrieved employee, employee representative or witness must sign the Grievance Application Form.
- ⊕ If the employee is dissatisfied with the decision, he/she may lodge an appeal within 5(five) working days of the outcome being received.
- ⊕ If the employee is satisfied with the decisions, the corrective action must be implemented and recorded on the form.

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The Formal Grievance Hearing

Prior to the Meeting

- ⊕ A chairperson must be arranged to conduct the grievance hearing.
- ⊕ The employee must be notified of the grievance hearing in writing.
- ⊕ Ensure the aggrieved employee receives such notification at least 2 (two) working days before the Grievance Hearing to allow sufficient time to prepare.
- ⊕ If the grievance has been lodged against another party such party must also receive the notification of the hearing and of his/her rights, as well as the grievance/s lodged, at least 2(two) working days prior to the hearing.
- ⊕ Confidentiality, especially in the case of sensitive grievances need to be maintained.

During the Meeting

Documents

Grievance application form

Minutes of Grievance Hearing

Grievance Register?

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ENJO Consultants (Pty) Ltd	REFERENCE:	P20 & PR20
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Disciplinary Code (Employees)	EFFECTIVE DATE:	03 March 2020
	REVISION DATE:	01 March 2021
Compiled by QMR	Authorized by HOD	Reviews by QMR

Disciplinary Code (Employees): P20 and PR20

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Disciplinary Code (Employees): P20 and PR20

Purpose

The purpose of this policy is to regulate discipline in the learning environment based on the key principle that ENJO Consultants (Pty) Ltd, as an education and training service provider, should create an environment mutual respect among employees and learners as well as employees themselves.

Definitions

Glossary	Definition
Discipline	is to act in accordance with established rules; accustoming to systematic and regular action; drill; or subjection to rule; submissiveness to order and control; habit of obedience; to bring under control so as to act systematically; to train to act together under orders; to teach subordination to; to form a habit of obedience in; to drill.
Punitive	describes inflicting a punishment

Scope

This policy is applicable to all employees employed by ENJO Consultants (Pty) Ltd.

Policy Application

Disciplined behaviour is essential for the successful achievement of ENJO Consultants (Pty) Ltd objectives. It is the responsibility of the management of ENJO Consultants (Pty) Ltd to maintain disciplined behaviour. For discipline to be maintained fairly, employees should know what constitutes misconduct and the procedure which will be followed when dealing with misconduct.

The disciplinary code is based on the following principles:

- ⊕ Disciplinary action should be corrective as opposed to punitive, the aim being to bring about a change in the behaviour of employees who have indulged in undesirable actions, so that such employees adhere willingly, through greater acceptance and understanding, to standards of conduct and performance.
- ⊕ Punitive action should only be taken where prior and adequate corrective action has proved ineffectual or when a first offence is very serious and or in deserving cases.
- ⊕ As far as practicable, similar offences committed under similar circumstances will be treated equally through similar disciplinary action.

Serious Offences

These could be subject to an inquiry, result in action against the employee in the form of dismissal from ENJO Consultants (Pty) Ltd.

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Dishonesty

This could include any of the following:

- ⊕ Theft.
- ⊕ Cheating assessments.
- ⊕ Misuse of company property for private purpose (which is theft).
- ⊕ Any action that can be construed as dishonesty.
- ⊕ Any attempt to commit any of the above.

Dangerous Actions

These are actions endangering the lives, health and safety of employees, guests, or learners:

- ⊕ Wilful damage to ENJO Consultants (Pty) Ltd property and/or equipment, the property of other employees, learners, or guests.
- ⊕ Flagrant disregard of safety standards.
- ⊕ Fighting, assault or attempted assault.
- ⊕ Refusal to obey legitimate and lawful instructions given by a member of ENJO Consultants (Pty) Ltd management.
- ⊕ Persistent misconduct following on two (2) previous written warnings for the same or substantially the same form of misconduct.
- ⊕ Bringing and/ or using drugs on ENJO Consultants (Pty) Ltd premises (excluding prescription drugs).

Other Offences

These usually consist of breaches of general discipline resulting in ordinary disciplinary action. The list of offenses set out is not exhaustive and serve only as an illustration:

- ⊕ Absence from work without prior notice.
- ⊕ Poor timekeeping.
- ⊕ Being under the influence of liquor or drugs.
- ⊕ Bringing and/or consuming liquor on the Institute's premises.
- ⊕ Disorderly behaviour on Institute premises.
- ⊕ Being disrespectful towards other guests.

Procedures

Disciplinary Action

Flowchart FC 2: Disciplinary Action

There are four (4) basic methods of disciplinary action which can be taken against employees. In order of severity these are:

- ⊕ Verbal warning.
- ⊕ Written warning.
- ⊕ Final written warning.
- ⊕ Dismissal from ENJO Consultants (Pty) Ltd.

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Verbal Warning

In the case of minor offenses, a manager should hold an informal disciplinary inquiry with the employee, which may result in a verbal warning. A written record of this warning should be kept for three (3) months.

Written Warning and Final Written Warning

If the verbal warning fails, the Training Manager/Director should give the employee a formal written warning. A repetition of wrongful behaviour or a more serious offence can result in final written warning twelve (12) months. A written warning shall be valid for a period of six (6) months, where after the employee will revert to a clear record.

All written warnings will be recorded on a disciplinary form which will be placed on the employee's file. A copy of the disciplinary form will be sent to the employee's line manager.

Dismissal

When in the management's opinion:

- ⊕ Series of verbal and / or written warning given for minor misconduct have not been affected.
- ⊕ When an employee is alleged to have committed a major misconduct, the manager must, before taking disciplinary action, hold a formal inquiry.

Formal Disciplinary Inquiry

The following principles should be observed at that inquiry:

- ⊕ The inquiry should be held as soon as possible after the event, provided that a reasonable time is allowed for the employee to prepare for his/her defence. (At least 48 hours after the incident).
- ⊕ The employee may, if necessary, be suspended prior to, during or pending the outcome of the inquiry.

Conducting A Formal Disciplinary Inquiry

Normally present at the inquiry are:

- ⊕ The chairperson of the inquiry; (The chairperson must not be the complainant).
- ⊕ The accused.
- ⊕ An employee representative unless the accused does not require representation.
- ⊕ The representative should be a fellow employee and no legal representation is allowed.
- ⊕ Interpreter (if necessary).
- ⊕ The complainant.
- ⊕ The secretary.

At the start of the inquiry the chairperson should read out and explains the misconduct under inquiry. The chairperson should ask the accused if she/he understands the complaint and if so whether he/she pleads guilty or not guilty

The employee's rights at the inquiry are to:

- ⊕ Have an interpreter, if requested.
- ⊕ Have representation by a fellow employee of his/her own choice, if requested.

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- ⊕ Can confer with representative, at reasonable times before, during and after the inquiry.
- ⊕ Question the complainant and witnesses during the inquiry, either himself/herself examination (he/she or through their representative).
- ⊕ Give evidence himself/herself (he/she cannot be compelled to do so) to call witnesses to give evidence and to argue either himself/herself or through his/her representative on the question of whether the misconduct occurred.
- ⊕ Give evidence himself/herself to call witnesses to give evidence and to argue either himself/herself examination or through his/her representative in mitigation of disciplinary action.

Outcome of Inquiry

After hearing all sides of the case, the chairperson must decide whether the alleged misconduct was committed or not and if so, on the action to be taken. The action taken should be in line with this Disciplinary Code and Procedures and thus with previous decisions involving the same or substantially the same circumstances.

The outcome of the inquiry may include:

- ⊕ Exoneration.
- ⊕ A verbal warning.
- ⊕ A written warning.
- ⊕ Dismissal.

The employee will be allowed an opportunity to mitigate on the severity of the penalty.

Minutes of the Meeting

The minutes of the disciplinary meeting should be a comprehensive document that reflects:

- ⊕ The date and time of the meeting.
- ⊕ Attendees at the meeting and their roles.
- ⊕ A detailed description of the procedure followed.
- ⊕ Comprehensive details on the accusation.
- ⊕ Comprehensive details on the defence of the accused.
- ⊕ Supportive evidence.
- ⊕ Final Outcome.
- ⊕ Signatures of the chairperson, the secretary; the accused and the complainant.

A copy of the minutes, plus all relevant documentation need to be kept in the employee's personal file.

Note: A recording of the meeting can be made should all parties agree to this in writing.

Right of Appeal

The employee has the right to appeal against a dismissal to the next level of management above that of the chairperson, such appeal to be lodged within three (3) working days of the decision to dismiss. The appeal must be lodged in writing.

Grounds for appeal may include:

- ⊕ Incorrect procedure followed, or

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- ⊕ New evidence that existed at the time of the misconduct.

Documents

Notice of Disciplinary hearing?

Minutes of Meeting?

Disciplinary form

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ENJO Consultants (Pty) Ltd	REFERENCE:	P21 & PR21
POLICIES AND PROCEDURES	DATE COMPILED:	01 February
HIV & AIDS (Learners & Employees) Policy	EFFECTIVE DATE:	03 March 2020
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HIV & AIDS (Learners & Employees) Policy: P21 and PR21

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
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HIV & AIDS (Learners & Employees) Policy: P21 and PR21

Introduction

HIV and AIDS is widespread throughout Southern Africa. With the dramatic rise in AIDS deaths and AIDS related illnesses, the socio-economic impact on employers, families and communities will become an increasing burden. This will impose a threat to the ability of ENJO Consultants (Pty) Ltd to deliver services to clients. ENJO Consultants (Pty) Ltd recognises this burden and is committed to dealing with this socio-economic problem.

Purpose

The purpose of this policy is to ensure that ENJO Consultants (Pty) Ltd uses a consistent approach when dealing with employees and learners who are living with HIV and AIDS, and to ensure that this approach is legally compliant and does not infringe on the constitutional rights of employees.

Responsibility

- ⊕ Human resources official/Director.
- ⊕ Training manager.

Scope

ENJO Consultants (Pty) Ltd affirms the principles of equality and equity and further states that:

- ⊕ This policy has been developed and implemented in consultation with employees and their representatives.
- ⊕ Employees and learners living with HIV and AIDS have the same rights and responsibilities as all other employees.
- ⊕ ENJO Consultants (Pty) Ltd therefore, will do everything in its power to protect employees and learners living with HIV and AIDS against discrimination and ensure confidentiality regarding their HIV status.
- ⊕ Testing for HIV infection will not be imposed on employees as HIV is not classified as a notifiable disease and transmission through the handling of food is impossible. Where HIV testing is done at the request of the employee e.g. workman's compensation claim, this will be with the employee's informed consent accompanied by counselling and the results will only be made available to the employee.

Policy Application

A dedicated HIV and AIDS person will be nominated and situated at and supported by an HIV and AIDS task team with representation from the Director's office and the Training department. Regular bi-annual progress reports on strategy will be made to the Director. The leadership will utilize all appropriate opportunities to demonstrate all appropriate opportunities to demonstrate support for the HIV and AIDS workplace policy and strategy.

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Compliance with Legislation

ENJO Consultants (Pty) Ltd undertakes to consider employees living with HIV and AIDS in terms of their contract of employment and fair and reasonable Labour practices, commits to compliance with the following Laws:

- ⊕ The Employment Equity Act.
- ⊕ The Labour Relations Act.
- ⊕ The Occupational Health and Safety Act.
- ⊕ Basic Conditions of Employment Act.
- ⊕ The Compensation for Occupational Injuries and Diseases Act; and
- ⊕ The Promotion of Equality and Prevention of Unfair Discrimination Act.

In accordance with Employment Equity legislation, an employee will not be denied employment if he/she is HIV positive if he/she is deemed fit to perform the job for which he/she has applied. Furthermore, prospective employees will not be required to undergo HIV testing. The same applies to learners wishing to enrol at ENJO Consultants (Pty) Ltd. No learner is required to reveal their HIV/AIDS status or will be required to undergo HIV/AIDS testing.

Leave

Sick Leave

Employees who require sick leave because of chronic illnesses or life-threatening diseases including HIV and AIDS will be entitled to the same sick leave allocation as all other employees. Information on sick leave will be available at the HR Manager's office. According to the basic Conditions of Employment Act, employees are entitled to paid sick leave equivalent to the amount of days worked in a 6-week working period during a three-year cycle.

Family Responsibility Leave

Employees who require time off to attend to the needs of immediate family members who are seriously ill or who have died will be entitled to 3 days' family responsibility leave per year cycle. Information on this leave is available at the HR officer's office. According to the BCE Act, employees are entitled to 3 days per year for family responsibility leave. Additional time will be given to employees suffering from HIV and AIDS for medical appointments.

Absenteeism (Learners)

Learners who are absent from training will be treated in the same manner as all other learners. A doctor's note will only be required in the case of absenteeism of three or more consecutive days or in the case of summative assessment. Confidentiality will be maintained under all circumstances.

Confidentiality and Discrimination

Persons living with HIV and AIDS have the right to confidentiality and privacy concerning their health and HIV status. There should be no indicator on the employee's records if HIV status is known to ENJO Consultants (Pty) Ltd.

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All personal details of the employees, including actual or suspected HIV status shall remain strictly confidential. Any information about an employee's HIV status shall be revealed only with their written consent.

An employee who contract HIV will not be obligated to inform management. If an employee with HIV and AIDS decides to disclose his/her diagnosis to a colleague, superior or manager the person will take reasonable measures to ensure that this information remains private and confidential.

ENJO Consultants (Pty) Ltd will not tolerate any breaches in confidentiality. Any employee who breaches such confidentiality will be subjected to the appropriate disciplinary procedure. Speculation regarding another person's HIV status will not be tolerated.

Unfair discrimination is against Company policy and procedures therefore discrimination against an employee on the grounds of their HIV status should be reported to the Human Resources Officer or follow the grievances procedure.

Existing employees who contract HIV and AIDS are not obliged to inform ENJO Consultants (Pty) Ltd as HIV and AIDS is not a notifiable disease, however there is a duty to notify of incapacity or disability once an employee's health deteriorates to such an extent that the employee is unable to perform his/her duty in an adequate manner or:

- ⊕ The disease manifests itself in excessive absenteeism.
- ⊕ The employee takes more than the standard amount of sick leave.
- ⊕ The employee displays irregular behaviour (e.g. AIDS dementia).

If an employee eventually develops symptoms to the extent that he/she is unable to perform as required, the incapacity policy will then be implemented. Information on this policy is available at the HR officer's office.

ENJO Consultants (Pty) Ltd is obliged to provide a safe working environment for all employees in line with the requirement laid down by prevailing legislation.

Workplace Support

Employees who become unfit for work because of AIDS will be dealt with compassionately and in a just, humane, and life-affirming manner. ENJO Consultants (Pty) Ltd will attempt to reasonably accommodate such individuals in a less strenuous job if possible.

Colleagues of employees who are HIV positive will ensure that effective educational programmes informing employees of the facts of HIV infection and AIDS are implemented.

Should an employee after reassurance and with all appropriate safety and health precautions being taken, remain unwilling to work with and HIV positive employee, he/she will be warned that his/her actions are unreasonable and scientifically unjust. He/she will be informed that his/her own employment situation is in jeopardy and that disciplinary action may be instituted.

ENJO Consultants (Pty) Ltd will ensure that the correct protective equipment is provided in all first aid boxes and those employees are trained in the correct use of this equipment. ENJO Consultants (Pty) Ltd will ensure that all first aid and healthcare workers are educated regarding HIV and AIDS infections as well as other potentially infectious diseases, and that they understand and adhere to these standard operating procedures.

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In addition to training on the facts of AIDS, ENJO Consultants (Pty) Ltd will ensure that all employees will receive the following training to help them deal with HIV and AIDS in the workplace:

- ⊕ How to deal with body fluids.
- ⊕ How to deal with sanitary bins.
- ⊕ How to deal with guest queries regarding HIV and AIDS and food and in general.
- ⊕ Knowledge about HIV and AIDS and crockery, utensils, and food preparations etc.
- ⊕ Knowledge about HIV and AIDS and sharing of toilets.
- ⊕ How to deal with a colleague or guest who may be wounded etc.

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Financial Management Policies and Procedures

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Financial Management Policy: P22 and PR22

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Financial Management Policy: P22 and PR22

Introduction

- ⊕ ENJO Consultants (Pty) Ltd has appointed competent persons to be responsible for the Financial Management of all funds and assets. The organisation will maintain adequate financial resources to sustain the Quality of Services throughout successive periods of accreditation as a Provider.
- ⊕ Budgetary and Financial Management procedures are implemented which will ensure that the Vision and Mission are achieved.
- ⊕ The Director will have sole control over the organisation's funds or assets and an Asset Register will be maintained.
- ⊕ An Annual Budget of Expenditure will be drawn up by the Director prior to being implemented.
- ⊕ Detailed Statements of Expenditure against budget will be maintained during the financial year and a summary presented to stakeholders at ENJO Consultants (Pty) Ltd Annual General Meeting. (Refer also to the articles of Association and Memorandum of Understanding of the Members).
- ⊕ Persons made responsible for Financial Management of the organisation's funds and assets will be held accountable for funds or assets that are misused or misappropriated.
- ⊕ ENJO Consultants (Pty) Ltd will maintain a Computerised Customer and employee database in the form of a Management Information System (MIS), which will, inter alia, manage customer's accounts.
- ⊕ ENJO Consultants (Pty) Ltd will manage purchasing activities by establishing an approved suppliers list, which will be maintained to ensure that only reputable organisations are used when purchasing goods or services.
- ⊕ Suppliers of goods or services will be evaluated and approved prior to any order being placed, and a record will be maintained of the basis by which suppliers are approved.
- ⊕ Purchase orders placed on suppliers will contain a clear description of the goods or services required. Purchase order to be reviewed and approved by the Director or his/her delegated representative, prior to being issued.
- ⊕ A list showing signing authorities against monetary values will be maintained.

Purpose

To ensure proper financial management and accountability within ENJO Consultants (Pty) Ltd in compliance with Generally Acceptable Accounting Principles (GAAP) and audit requirements applicable to Companies in South Africa.

Definition

Glossary	Definition
Financial management	is the Planning, directing, monitoring, organizing, and controlling of the monetary resources of a company. It is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business.

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Scope

This policy is applicable to all personnel responsible for financial management and accounting, all managers who are directly involved with budget management and expenditure and the Director as the accounting officer of ENJO Consultants (Pty) Ltd.

Policy Application

Principles of Responsibility and Accountability

The Director of ENJO Consultants (Pty) Ltd have the authority to commit funds for expenditure. It is the responsibility of the Director to approve and monitor all expenditure (except for payments made to her/him personally). The expenditure of funds should always satisfy the criterion of serving the interests of ENJO Consultants (Pty) Ltd. In the case of any significant purchase, alternative quotations should be obtained for consideration by the Director. Any assets acquired remain the property of ENJO Consultants (Pty) Ltd.

In respect of the expenditure of funds for which the Director has been delegated responsibility, it is an important principle of sound financial management that she/he be accountable to someone else for such expenditure must remain within the funds available and be for the purpose for which the funds were intended.

The Director is ultimately responsible for the control of financial activities within ENJO Consultants (Pty) Ltd, and through an adequate reporting structure and with up-to-date financial information, should regularly monitor the status of such expenditure. The Director expects an adequate, comprehensive, and descriptive documentation in support of expenditure, and may be expected to query expenditure if this is not provided.

The Director is the sole signatory for authorising expenditure. Expenditure is usually authorised by the Director. The exception is for expenditure when the Director is not available, in which case two signatures are required. A printout of all electronic transactions is kept in the finance office.

Wherever possible, payments will be made via internet transfer. All invoices are to be authorised by the Director.

The Director must designate one of the members of employees of ENJO Consultants (Pty) Ltd to act as custodian of petty cash and other specific assets requiring safeguarding, including the control and storage of keys.

Bank Accounts

ENJO Consultants (Pty) Ltd accounts are currently held by FNB. Most funds are retained in the high interest-bearing accounts, and appropriate amounts are transferred to the current accounts as required.

Only ENJO Consultants (Pty) Ltd.'s official bank accounts may be used for banking or issuing funds. When issuing funds, all payments must be supported by authorised vouchers.

Under no circumstances may bank accounts be opened without obtaining the approval of the Director.

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Budget

ENJO Consultants (Pty) Ltd budget for the following year is drafted by the financial advisor, the Director or Management and the bookkeeper, in the second half of the current year.

Office Running Costs

These are based on the actual costs of the previous year, the estimated costs for the current year, and projected costs for the following year. Line items include rent, telephones, photocopier, stationery, travel, maintenance, employees training, insurance, bank charges and auditor's fees, etc.

Project Costs

These are based on anticipated activity and expenditure in the coming year. They may be sub-divided into Project Management and Operational costs.

Projected Expenses

ENJO Consultants (Pty) Ltd office:

- ⊕ Employee's remuneration, office running costs and an amount for capital equipment upgrading are established for the coming year, based on the current year's budget, and expected expenditure.

Reserve fund:

- ⊕ An amount (currently 5% of the total budget) is retained in a reserve fund.
- ⊕ This may be used, inter alia, as bridging finance as start-up funding for a project not yet budgeted for. In the latter case, the approval of the Director is required.

Projected Income

Projected income is calculated according to:

- ⊕ Projected surplus at the end of the current year (if any).
- ⊕ Expected donor/grant funding.
- ⊕ Training fees.
- ⊕ Other sources of income (e.g. Administrative Fees, Project Management Fees).

As a matter of principle ENJO Consultants (Pty) Ltd attempts to retain training fees at as low a level as possible.

Income

ENJO Consultants (Pty) Ltd is funded through, inter alia:

- ⊕ Income or accruals for any services rendered.
- ⊕ Interest on investment.

ENJO Consultants (Pty) Ltd major sources of income are training fees. Invoices are sent to clients requesting payment of a fee agreed upon previously. Such payments must be deposited directly into ENJO Consultants (Pty) Ltd current account. Records are kept of each deposit.

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Operating Income

This is normally derived from training fees. Funds are allocated for both recurrent expenditure (salaries and running costs such as rent, telephones), and for non-recurrent expenditure (equipment, travel, projects).

External Income

This is normally derived from workshops, conferences, etc.

Legal Aspects

The net income, of ENJO Consultants (Pty) Ltd is available for investment with one or more financial institutions.

Invoicing and Collection of External Debts

Invoices may be issued from ENJO Consultants (Pty) Ltd office, which is responsible for collecting amounts due to ENJO Consultants (Pty) Ltd. Records are maintained of all transactions.

Funds raised should be deposited in ENJO Consultants (Pty) Ltd interest-bearing account, and amounts required for expenditure transferred to ENJO Consultants (Pty) Ltd current account when required.

Refunds

Refund payments will only be authorised by the director in the following cases:

- ⊕ Supplier has made an incorrect deposit into the ENJO Consultants (Pty) Ltd bank account.
- ⊕ Training will only be refunded if cancelled in writing 10 days prior to the scheduled training.

Requests for refunds are to be made in writing to the financial manager for processing. Also refer to Cancellation Policy P24 and PR24.

Expenditure

Personnel Costs

An amount for expenditure on personnel is allocated by the Director each financial year. The Director and employees are paid monthly directly by ENJO Consultants (Pty) Ltd, via EFT. When general salary increases are awarded by ENJO Consultants (Pty) Ltd, the approval of the Director must be sought for the increase in the salaries of ENJO Consultants (Pty) Ltd employees.

Claims for over-time worked are initiated via ENJO Consultants (Pty) Ltd, Claim Form, authorised by the manager, and submitted to the Director.

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Operating Expenditure

An amount is allocated through the budget annually. Expenditure items include rent, electricity, telephone, postage, stationery, travel, maintenance, auditor's fees, employees training, bank charges, etc. Allocations are based on actual expenditure in the previous year. Payments are made by the finance office on receipt of invoices or accounts, and all transactions are recorded on the financial statements. Purchases are approved by the Director.

A petty cash facility is maintained to facilitate small purchases for the office.

Petty Cash Procedure

Petty cash will be managed, monitored by the ENJO Consultants (Pty) Ltd office manager and the following procedure applies:

Fund Petty Cash

- ⊕ *Complete reconciliation form.* Complete a petty cash reconciliation form, in which the remaining cash on hand, vouchers issued, and any cash is noted. The office manager will review and approve the form and sends a copy to the finance department, along with all vouchers referenced on the form.
- ⊕ *Obtain cash.* The Director creates a check for the amount needed to fund petty cash to its stated limit. The check will then be converted into cash.
- ⊕ *Add cash to petty cash fund.* The cash received will be placed in the petty cash box and the amount received is noted in the book, and the running total of cash on hand is updated.
- ⊕ *Record vouchers in general ledger.* The bookkeeper will note the transaction on the accounting system.

Disburse Petty Cash

- ⊕ *Screen disbursement requests.* *The Office Manager will be able to disburse funds for minor business expenses.*
- ⊕ *Unlock petty cash.* *If a disbursement request falls within the petty cash disbursement guidelines, the petty cash will be issued. For security reasons, the petty cash box must always be locked when it is not in use.*
- ⊕ *Complete voucher.* *The person being reimbursed completes a reimbursement voucher. This voucher should contain the amount disbursed, the type of expense, the date, and the person to whom the petty cash was paid. If there is a receipt for which the person is being reimbursed, staple it to the voucher.*
- ⊕ *Disburse cash.* *Count the cash being disbursed, and have the recipient count it as well, to verify the amount being paid is correct. The recipient of cash should then sign the voucher, providing proof of the transaction. Store all completed vouchers in the petty cash box.*
- ⊕ *Update petty cash book.* *Whenever a voucher is completed, the custodian should immediately update the petty cash book by adding the amount, type, and date of the expenditure and updating the running cash balance. This information can also be maintained on an electronic spreadsheet.*

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Purchases

Purchases made from ENJO Consultants (Pty) Ltd are paid for on receipt of an invoice.

Reimbursement of Costs

Employees who conduct ENJO Consultants (Pty) Ltd business or represent ENJO Consultants (Pty) Ltd may claim travel and accommodation expenses. Vouchers/receipts must be submitted with the claim.

The employees of ENJO Consultants (Pty) Ltd may claim petrol expenses incurred in attending meetings outside ENJO Consultants (Pty) Ltd area. The rate per kilometre is determined annually.

VAT Recoveries

ENJO Consultants (Pty) Ltd is registered as a vendor in respect of VAT.

Advances for Expenditure to Be Incurred

Funds may be advanced to members of the relevant office for expenditure to be incurred for later official company business, which in most cases involves domestic or overseas travel. As soon as the intended expenditure has been incurred, it is the responsibility of the recipient to account to the Director by submitting all supporting documentation. Any unspent funds must be deposited in ENJO Consultants (Pty) Ltd current account.

Insurance Cover

ENJO Consultants (Pty) Ltd is insured by Outsurance for the contents of ENJO Consultants (Pty) Ltd office, electronic equipment, and public liability claims are subject to ENJO Consultants (Pty) Ltd paying the required excess. The building itself and its surroundings are insured by the owner Centurion Close. As the excess always constitutes the first contribution to a loss, it follows that any loss will result in an unrecoverable loss to ENJO Consultants (Pty) Ltd. This makes the avoidance of loss a priority, and every precaution is taken against such loss occurring.

Should there be a loss through an employee's negligence then the negligent employee (permeant or freelance) will be held liable for the full payment.

Financial Year

The financial year of ENJO Consultants (Pty) Ltd will run from 01 March to 28 February.

Annual Financial Statements/Annual Audit/Management Report

A statement of income and expenditure during the previous financial year, as well as a balance sheet of ENJO Consultants (Pty) Ltd financial position at the end of said year, are prepared by the Auditor Taxlogic. External audit the financial statements at the end of each financial year, and produce reports ENJO Consultants (Pty) Ltd. Financial Statements together with the Auditor's Reports are presented to the Director.

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Accounting procedures in ENJO Consultants (Pty) Ltd finance office are in line with the requirements of the auditors.

Procedures

In respect of adequate financial resources, ENJO Consultants (Pty) Ltd will be required to demonstrate that they have the necessary financial resources to sustain the learning services throughout the period of accreditation. In addition, ENJO Consultants (Pty) Ltd should demonstrate that proper budgetary and financial management processes are in place including the allocation of resources adequate to the requirements for providing and developing quality learning services. An important element of this criterion would be the evaluation of the financial policies and procedures in respect of the goals and mission of ENJO Consultants (Pty) Ltd as well as the relationship of the financial system to the attainment of ENJO Consultants (Pty) Ltd goals and objectives.

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Documents

All relevant financial documents to be used – e.g. claim forms; petty cash, etc.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P23 & PR23
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Course Fees Policy	EFFECTIVE DATE:	03 March 2020
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Course Fees Policy: P23 and PR23

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Course Fees Policy: P23 and PR23

Purpose

Course fees may be approved and implemented if they meet all the following conditions:

- ⊕ The fees pay for the cost of activities relate to a learning programme (administration, facilitation, catering, assessment, moderation, verification, and certification).
- ⊕ The fees provide learners with an object or product of value.
- ⊕ The fees cover costs associated with specific learning programmes (e.g. specialised equipment or materials, risk management, laboratory supplies or expendable products).

Course fees are not intended to replace general operating costs, which are to be paid from the general Company budget.

Definitions

Glossary	Definition
Course fees	means current amounts payable by learners to access a learning programme.

Scope

The policy applies to all learning programmes offered by ENJO Consultants (Pty) Ltd. The policy and procedure shall be followed for the establishment and continuation of ENJO Consultants (Pty) Ltd course fees.

Policy Application

Administration of Course Fees

For each course, an approved Course Fee must be on file with ENJO Consultants (Pty) Ltd before any invoices can be issued.

Proceeds from course fees can only be used for the purposes specified to create the fee.

Administrative re-titling or renumbering of courses will not require Company review when departments document that the amount and purpose of fees is unchanged.

Course fees will automatically expire for any course that has either been eliminated or not been taught for three or more years.

Payment Options

- ⊕ The course fees may be paid in advance before the course begins.
- ⊕ The course fees may be paid on invoice at the start of the programme.
- ⊕ The course fees may be paid under a payment plan arrangement.
- ⊕ Where available for the course of study the learner may pay all or part of their fees through a loan scheme.

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Payment Plan Arrangements

By direct debit as per agreement with the client.

Outstanding Fees

There will be a late payment fee (Min 10% of outstanding fee) charged at the end of each month for outstanding accounts.

Outstanding Late Payments Fee

Learners with outstanding fees will NOT be awarded with their certificates of competencies. ETQA Statements of Results (SoR) will be withheld until outstanding accounts have been brought up to date.

If learners have any problems regarding fees, they should contact the Accounts Department before the debt gets out of hand. This is a sign of integrity and demonstrates to ENJO Consultants (Pty) Ltd that the learner desires to work with ENJO Consultants (Pty) Ltd to manage their debt.

Learners with outstanding fees or no arrangement with the accounts department may not be permitted to enrol in subsequent programmes. ENJO Consultants (Pty) Ltd reserves the right to withdraw learners with outstanding debts from programmes until the debts have been paid.

Learners will be referred to a debt collection agency if they cease learning at ENJO Consultants (Pty) Ltd and have outstanding fees.

Procedures

Course Fee Review Procedure

When a new or revised fee is contemplated, the initiating unit is advised to consult with the Director to ensure that the fee is allowable under Company regulations. A proposal to implement a new course fee, or to increase an existing course fee, must first be approved by the finance manager.

The Director will review the proposed fee for conformance and may also consider the following factors, among others: Is the fee for a required course, or an elective? Is the size of the fee reasonable relative to the educational and training value?

The Training manager will forward his/her recommendation to the Director for his consideration. Only after the Director's approval will a course fee be implemented.

Course Fee Payment Review

- ⊕ Learners or clients will receive an invoice at the commencement of each course.
- ⊕ Fees must be paid in full or by a payment plan arrangement.
- ⊕ ENJO Consultants (Pty) Ltd accepts the following payment methods: EFT, direct deposit, debit card or credit card.
- ⊕ Under no circumstances are learners to give money to facilitators to pay their fees.
- ⊕ Receipts will be issued on the spot if paid personally or available for collection at reception if requested. Learners are to keep their receipts for substantiation purposes.
- ⊕ All payments must be recorded on the MIS (TIMS).

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Documentation

e.g. –

- Fee Schedule
- Invoice/ Quotation
- Payment Agreement
- Debt collection letters

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ENJO Consultants (Pty) Ltd	REFERENCE:	P24 & PR24
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Cancellation Policy	EFFECTIVE DATE:	03 March 2020
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Cancellation Policy: P24 and PR24

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Cancellation Policy: P24 and PR24

Purpose

The purpose of this document is to describe ENJO Consultants (Pty) Ltd guidelines with regards to cancellation within ENJO Consultants (Pty) Ltd.

It is designed to provide accurate information on ENJO Consultants (Pty) Ltd cancellation policies relating to cancelling training either by ENJO Consultants (Pty) Ltd or by the client.

Policy Application

Classroom Training

The following policy applies to all Classroom Training courses:

- ⊕ Customer cancellations must be submitted to ENJO Consultants (Pty) Ltd in writing.
- ⊕ Cancellations received up to 10 business days prior to class will not be charged the course fee.
- ⊕ Cancellations 3-10 business days prior to class will be invoiced the full training fee at the discretion of ENJO Consultants (Pty) Ltd. As a courtesy, we will allow the client to apply 50% of the payment toward the same course in the future within one year of the cancellation date.
- ⊕ Cancellations 1-3 business days prior to class, and no-shows, are subject to payment of the full amount without future training credit.
- ⊕ Learner substitutions may be made at any time.
- ⊕ If the learners do not cancel or do not attend, the learner is still responsible for payment.

Distance Learning

There will be no refund for the cancellation of distance learning.

Course Cancellation by ENJO Consultants (Pty) Ltd

- ⊕ ENJO Consultants (Pty) Ltd reserves the right to cancel or change a course at any time, including but not limited to, lack of participation, classroom, equipment, or trainer availability.
- ⊕ Notification will be provided within 21 days of the course whenever possible.
- ⊕ Learner substitutions will not be charged for the course.
- ⊕ ENJO Consultants (Pty) Ltd is not liable for any direct, or indirect, consequential, or special damages that may be incurred due to a cancellation of a scheduled course, including, but not limited to, cancellation penalties for transportation or accommodations. The learner's sole remedy shall be the refund of prepaid course fees.

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Training and Development Policies

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Language Policy: P25 and PR25

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Language Policy: P25 and PR25

Purpose

The purpose of this policy is to provide a sound Language policy within ENJO Consultants (Pty) Ltd thus ensuring the accessibility of learners entering the learning environment.

Scope

This policy is for all employees of ENJO Consultants (Pty) Ltd as well as learners.

Policy Application

When appointing permanent as well as contract employees, ENJO Consultants (Pty) Ltd undertakes to take into consideration any applicants who are multi-lingual or proficient in more than one of the official languages.

English will be the preferred Language during office hours and during meetings.

Employees will be encouraged to learn languages other than their mother tongue.

All training and assessment will be conducted in English to facilitate understanding and translation.

Assessments will take place in English. However, where the unit standard prescribes that a specific language is used this should always be adhered to.

When dealing with learners with language disabilities, they will be accommodated provided that prior notification has been received well in advance of the start of the learning program. This can include the services of a sign language specialist or the use of braille typing machines.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P26 & PR26
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Programme Development Delivery & Evaluation Policy	EFFECTIVE DATE:	03 March 2020
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Programme Development, Delivery & Evaluation Policy: P26 and PR26

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Programme Development, Delivery & Evaluation Policy: P26 and PR26

Purpose

The purpose of this document is to provide guidelines and direction in the design, development, delivery, and evaluation of learning programmes.

Definitions

Glossary	Definition
Learning programme	means the combination of courses, modules, or units of learning (learning materials and methodology) by which learners can achieve the learning outcomes for a qualification

Scope

This policy is applicable to curriculum and learning materials developers, learning facilitators, assessors, and moderators.

Policy Application

Learning Programme Development

Education and training programmes fall broadly into one of two categories:

- ⊕ Employment based programmes; and
- ⊕ Education and training-based programmes.

Employment Based Programmes

- ⊕ Employment based programmes generally lead to Unit Standard Qualifications or equivalent and, following initial assessment and action planning for individuals, training is through a full-time systematic programme of work-based activity and learning.
- ⊕ Direct training, supervision of practice, and access to learning resources support the achievement of competences.
- ⊕ Sometimes off-the-job education and training is included.
- ⊕ Programme design involves planning, often for individuals rather than groups, a mix of learning and assessment opportunities matching the component units in the award or other valid goals of learners.

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Education Based Programmes

- ⊕ Education and training-based programmes relate to general vocational and educational qualifications.
- ⊕ They can be part-time or full-time, take place in a range of centres, and are sometimes linked to work-based placements.

Teaching and training are usually a group activity (increasingly supported through flexible learning for individuals) and follows a timetable of learning and teaching sessions related to components in the award.

Programme development involves planning how groups of learners can best achieve outcomes and making decisions about programme components, locations and access arrangements, methods of delivery, and assessment for certification.

For both types of programmes, the requirements are met when, for each programme, there is a statement of purpose which clearly links the target group to the award or other planned outcome and to the end users of the programme (e.g. employers, higher education institutions). It should be clear that well researched needs are being met.

There will be evidence that each programme achieves a good match with learner and client expectations of content and standards. The programmes should lead to Unit Standard Qualifications, SAQA registered or equivalent where this is contractually required. They will follow any given specifications to the letter, (e.g. the programme should be designed against the standards of the qualification to which they lead) or criteria agreed by a client or with a learner. The learning opportunities in work placements should be carefully identified to ensure that all the outcomes required by the award or other learning goals can be achieved.

Particular attention will be paid to specifications for the integration of core skills into programmes to achieve the appropriate degree of breadth. Core/fundamental skills cover aspects such as communication, numeracy, information technology, personal effectiveness, and problem solving. This company knows, understands, and has taken steps to ensure that learners will be prepared for future changes by progressing in these skills.

Education and training-based programmes for groups are organised to meet individual needs so far as possible by flexible arrangements for access and progression through the programme, e.g. by self-study methods, recognition of prior learning/achievement, assessment on demand. For all programmes, there will be a clear outline of the learning resources and environment, staff requirements, and overall learning methodology appropriate to the aims and purposes of the programme. Plans will demonstrate that learners will experience coherent, well-structured, and sequenced activities.

Where learners with disabilities or learning difficulties are recruited to programmes leading to an award, there are plans for modification of programmes, e.g. extra time, alternative learning methods, and special assessment arrangements agreed with the awarding body.

Overall, the programme development will ensure that there is a good degree of learner activity and that learners are encouraged to take responsibility for their own learning. Programme development is effectively managed, and all aspects are regularly monitored and reviewed.

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Learning Programme Delivery

Whereas the Programme Development section is concerned with the quality of the planned intentions, this policy is concerned with the effectiveness of the training, teaching, and learning experienced which will form the scope of this policy.

The success of ENJO Consultants (Pty) Ltd depends on the effective delivery of well-designed and developed programmes. The delivery will be translated into practice so that learners achieve and realise their goals and education and training standards set by ENJO Consultants (Pty) Ltd.

Programme delivery is effective when there is:

- ⊕ Evidence of a purposeful, productive, and supportive learning environment.
- ⊕ Concern for learners as individuals.
- ⊕ Relevant, well produced and maintained resources which are adequate for the purposes of effective learning.
- ⊕ Learning, teaching, and training approaches which are appropriate to the learning outcomes, the needs of individual learners, and the learner's intended destinations which are varied and emphasises learner activity and responsibility for learning.

When surveys are taken of training and teaching methods, often the strongest reactions relate to the quality of relationships between employees and learners and the extent to which learners feel valued and well supported in their learning tasks. Good facilitators make learning interesting and capable; they form friendly (but not over-familiar) relationships with learners, and they communicate a strong sense of the value of the work being done to the highest possible standards.

Effective support for learning will be done through on-going assessment linked to teaching (formative assessment or trainee-cantered reviewing), providing learners with guidance on how they are progressing and the next steps. Programme delivery will be effectively managed, and all aspects will be reviewed.

Companies whose learners are mainly in employment-related training schemes on employers' premises will ensure that systems are in place for making sure that work experience and placement sub-contractors are briefed on the standards ENJO Consultants (Pty) Ltd wants to be applied, and that they will have co-operation in gathering evidence that the requirements are met.

Learning Programme Evaluation

To ensure that learning programmes are adapted to take care of the needs of learners, to remain relevant and appropriate as well as suitable for the target audience.

Evaluation Approach

Flowchart FC 7: Learning Programme Evaluation

Evaluation approach will be as follows:

- ⊕ The learning programme developer needs to determine if the programme meets the needs and criteria established by earlier events.
- ⊕ The developer should be able to identify those individuals who should have been involved and receive specific feedback from them.

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- ⊕ The developer should after receiving feedback modify the programme as appropriate.
- ⊕ The developer should obtain approval from those concerned before proceeding to the next event in the training process.
- ⊕ Through evaluation & feedback the developer should constantly check whether the program designed is still relevant to the needs identified.
- ⊕ The developer must determine the specifications of the performance expected of a person in a designated job.

Flowchart FC 8: Learning Programme Procedures

Step 1: Training Needs Analysis

- ⊕ What data do you have on the participants' jobs, home environment, age, sex, race, religion?
- ⊕ What are the participants' expectations for the learning program?
- ⊕ Has a pre-course questionnaire been administered?
- ⊕ Have you seen the program announcement?
- ⊕ What further information do you need to obtain at the beginning of the program?
- ⊕ What can you anticipate from the participants in the way of mood, volunteerism, and readiness?

Step 2: Determine Learning Outcomes

- ⊕ Discuss and write a set of outcomes for the program, usually not more than five (5), and have them ready for use in the first session.
- ⊕ Be explicit about values, the methods to be used, and any ground rules.
- ⊕ Establish practitioner responsibilities as seen by the facilitator.

Step 3: Assess Employees Resources and Skills

- ⊕ What visual aids and devices have employees' members brought with them?
- ⊕ What special skills and interests exist among employees' members?
- ⊕ If certain unusual modules are needed, who can handle them?
- ⊕ Make a list of what resources are needed and the resources that are available to see if there are any gaps.

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Step 4: Determine Training and Prioritise

- ⊕ This is the heart of the design: what should come first, second, etc.
- ⊕ Block out the time schedule on newsprint and start filling it in.
- ⊕ Begin with known elements: meals, free time, and perhaps time for back-home planning and evaluation.
- ⊕ As other elements are filled in, look at the schedule's balance, flow, and required energy level.
- ⊕ Mornings are better for theory; afternoons for activity; evenings for nonverbal events and T-groups.
- ⊕ If T-groups are included, theory sessions should be selected to enhance the T-group activity in its predictable phases.
- ⊕ One thing should lead to another. Will the experience of the participants be one of growth and development, or will it seem to them that they are getting a series of unconnected inputs?

Step 5: State the Outcomes for Each Module

Step 6: Predict the Time Schedule for Each Element

- ⊕ This should be specific: introduction, ten minutes; forming groups and giving instructions, five minutes; working on the task, forty minutes, etc.
- ⊕ Review the schedule to see that sufficient time is available for what is planned, for each element.
- ⊕ Provide for "fillers." Is more time available than the work will consume? Avoid planning so much that the participants feel hurried.

Step 7: Allocate Employees Responsibility

- ⊕ Generally, all employees participate in the first session, and all should be visible. Planning the opening session often takes a large portion of the total planning time.
- ⊕ For subsequent modules, individual learners or pairs can volunteer to take responsibility.
- ⊕ All employees need not participate in planning every session.
- ⊕ Often an employee's member will want to try to conduct a type of session for the first time as a means of learning or stretching.
- ⊕ No one should be overburdened or underutilized.
- ⊕ This is a good time to establish a norm regarding when and how learners can help one another. When a facilitator is up front, presenting, is it OK for others to interrupt?

Step 8: Assess the Logistics

- ⊕ Space: Large rooms, small rooms, comfort, convenience.
- ⊕ Materials: hand-outs, pencils, newsprint, nametags, workbooks, masking tape, flipcharts on easels, magic markers, tape recorders and tapes, reference materials.
- ⊕ Housekeeping details: breaks, meals, physician, sleeping comfort, etc.
- ⊕ Administration: registration, money, travel, personal supplies.
- ⊕ Recreation: bar provision, indoor-outdoor resources, alone time, and socialisation.

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Step 9: Define Primary Client Concerns

- ⊕ Who is the primary client? Who is paying for this?
- ⊕ What are the client's expectations? How will you communicate?
- ⊕ Does your design to this point meet these expectations?
- ⊕ What contact will you have with the client before, during, and after the program?
- ⊕ Will the client be expected to act because of the program?
- ⊕ Are you and the client clear on your contract?

Step10: Provide for Evaluation

- ⊕ Will you evaluate as part of the design?
- ⊕ By obtaining post-meeting reaction sheets for each module.
- ⊕ By obtaining a daily rating of satisfaction or learning's?
- ⊕ By obtaining an end-of-programme evaluation.
- ⊕ Each of these needs' preparation. Who is going to do it?
- ⊕ Any provision for follow-up?
- ⊕ Is there a requirement for a report to the primary client?
- ⊕ Do you anticipate that the design as planned will meet the goals stated?

General Disclaimer

ENJO Consultants (Pty) Ltd shall not be liable for damages of any kind resulting from errors or omissions in the training materials nor shall ENJO Consultants (Pty) Ltd be liable for any damages resulting from the use of the training materials or other information conveyed at an ENJO Consultants (Pty) Ltd course.

FORMS & TEMPLATES F&T 33: LEARNING PROGRAMME EVALUATION FORM

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ENJO Consultants (Pty) Ltd	REFERENCE:	P27 & PR27
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Training Committee Policy	EFFECTIVE DATE:	03 March 2020
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Training Committee Policy: P27 and PR27

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Training Committee Policy: P27 and PR27

Scope

ENJO Consultants (Pty) Ltd will institute a training committee to ensure that the quality of the training and the learning material will be of the high standard expected.

Policy Application

Purpose of The Committee

The committee will review the learning material, make recommendations to the remediation of the learning, and advise management on any changes in the training environment. The committee will convene as and when required, but not less than annually.

Composition of The Committee

The committee will be made up of:

- ⊕ Company management.
- ⊕ Facilitators.
- ⊕ Assessors.
- ⊕ Moderator.
- ⊕ Learning material designer.

Functions of The Committee

- ⊕ The committee will by means of reviewing the relevant feedback forms from, learners, facilitators, assessors, and moderators make the necessary remediation to the learning material.
- ⊕ They will also review the relevant policies and procedures related to the training environment to ensure that they are in line with the relevant SETA requirements and that they are still user friendly.
- ⊕ ENJO Consultants (Pty) Ltd training committee will also make the relevant recommendations to management as to the training ENJO Consultants (Pty) Ltd personnel should do to assist in their own personal growth.
- ⊕ All recommendations are to be minuted and filed on the companies training committee file.

FORMS & TEMPLATES F&T 54: SAMPLE OF MINUTES FORMAT

Documents

Evaluation forms
Minutes

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ENJO Consultants (Pty) Ltd	REFERENCE:	P28 & PR28
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Admission Policy: P28 and PR28

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Admission Policy: P28 and PR28

Purpose

The purpose of this policy is to regulate and provide clear guidelines based on good practice for the recruitment and selection of prospective learners to advance the objectives of redress, equity, quality, excellence and optimal success of learners who gain admission to ENJO Consultants (Pty) Ltd .

Definitions

Glossary	Definition
Prospective learner	is a person who qualifies to study for a programme at ENJO Consultants (Pty) Ltd
Recruitment	is an integrated process which, through marketing and promotional activities, aims to create an awareness, interest, and desire amongst prospective learners who meet the entrance requirements to learn at ENJO Consultants (Pty) Ltd
Rules of Admission	are the minimum requirements for access to a module or programme?
Learner selection	is the process and mechanisms whereby a person is offered the opportunity to register for a specific programme at ENJO Consultants (Pty) Ltd

Scope

This policy applies to the admission of learners to all learning programmes of study at ENJO Consultants (Pty) Ltd which lead to achievement of a unit standard or a qualification and applies to all persons who represent ENJO Consultants (Pty) Ltd in the recruitment and selection of prospective learners.

Policy Application

Learner Recruitment and Selection

Learner Recruitment and Selection is in accordance with the strategic indicators of ENJO Consultants (Pty) Ltd.

ENJO Consultants (Pty) Ltd recognises that learner admission is a complex process that includes the promotion and marketing of programmes to prospective learners, parents, advisors, life-orientation facilitators, corporate clients and other relevant stakeholders; the identification and selection of applicants for specific programmes of learning; the number of places available on a programme , processes and procedures and support of national imperatives regarding “skills shortages and human resources” .

A prospective learner who has special needs is made aware of the support that ENJO Consultants (Pty) Ltd can offer, while not allowing these issues to affect any decisions on admission.

Within the confines of the specified recruitment procedures and selection criteria ENJO Consultants (Pty) Ltd is committed to ensuring that no potential learner receives prejudicial treatment on the basis of age, colour, creed, disability, ethnic origin, gender, marital status, nationality, race, sexual orientation or social class or is disadvantaged by requirements, peer and employee’s attitudes or behaviour that cannot be seen as justifiable.

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Applicants do not gain automatic right of admission to any programme of study or qualification offered by ENJO Consultants (Pty) Ltd.

Admission may be refused on any of the following grounds (amongst others):

- ⊕ Not meeting the required specifications of the ETQA and the relevant entry requirements of the unit standard/qualification.
- ⊕ Company infrastructure (e.g. Employees, classrooms, equipment).
- ⊕ Specific requirements, approved by ENJO Consultants (Pty) Ltd.

A learner will be accepted for a programme if they meet the minimum requirements for entry to the programme. If the learner has successfully completed the relevant modules in grade 12 but has not successfully completed grade 12 the results will be accepted. This is specifically for Languages and numeracy.

Should the learner not meet the minimum requirements then the learner will need to do the foundational phase modules.

Learner Selection

Explicit selection criteria are determined for each programme recommended by ENJO Consultants (Pty) Ltd.

Selection criteria for learning at ENJO Consultants (Pty) Ltd include one or more of the following:

- ⊕ Learning programme-specific requirements.
- ⊕ Personal interviews.
- ⊕ Biographical information.
- ⊕ Recognition of Prior Learning (RPL). (refer to RPL Policy).

Procedures

Employee Training and Development

ENJO Consultants (Pty) Ltd will ensure that all employees involved in learner recruitment and selection are competent to fulfil their roles and responsibilities to ensure compliance and consistency of procedures.

Language Policy

The admission processes are conducted in accordance with the provisions of ENJO Consultants (Pty) Ltd Language policy.

Appeals

Should an applicant not be admitted to a programme?

A request may be made to the Training Manager who shall attempt to give comprehensive feedback on admission matters, failing which the applicant may be referred to the Director concerned for feedback.

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Feedback is accompanied by guidance in terms of how an applicant can improve his/her chances of being successful in a subsequent application; and/or the applicant may be referred for learner counselling for possible redirection to a more appropriate course of action.

As ENJO Consultants (Pty) Ltd is unable to grant automatic right of admission to all applicants who meet the minimum selection criteria, an appeal may only be made on the grounds that:

- ⊕ The process is inconsistent with Company policies on learner selection and admission.
- ⊕ An appeal should be lodged with the Manager within 10 working days of final notification of the outcome of the selection and admission processes.

FORMS & TEMPLATES F&T LEF 1: LEARNER ENROLMENT FORM			
ENJO Consultants (Pty) Ltd		REFERENCE:	P29 & PR29
POLICIES AND PROCEDURES		DATE COMPILED:	01 February 2020
Distance Learning Policy		EFFECTIVE DATE:	03 March 2020
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Compiled by QMR	Authorized by HOD	Reviews by QMR	

Distance Learning Policy: P29 and PR29

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15 July 2017	John Sandys	Mr		V01
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Distance Learning Policy: P29 and PR29

Purpose

As an accredited training provider, ENJO Consultants (Pty) Ltd seeks to make learning opportunities available to those who cannot attend a classroom-based training programme.

Definitions

Glossary	Definition
Prospective learner	is a person who qualifies to study for a programme at ENJO Consultants (Pty) Ltd
Contact Learner	Is a person who attends classes either at ENJO Consultants (Pty) Ltd or at a predetermined venue. These learners have face-to-face contact with the learning facilitator.
Distance Learner	Is a person who cannot attend contact learning sessions and opts for distance learning where he/she will be completing the programme on his/her own at home or in the workplace under the guidance of ENJO Consultants (Pty) Ltd support facilitator.
Distance Learning	"Distance Learning is the method of learning at one's own pace in one's own time, without the boundaries of the formal classroom and without the formal presence of the facilitator"

Scope

This policy applies to all prospective learners of ENJO Consultants (Pty) Ltd nationally and internationally who meet admission requirements to distance learning.

Rationale for this Policy

Current Clients and Approach to the Learning Intervention

- ⊕ Current Clients of ENJO Consultants (Pty) Ltd consist of individuals who enrol as private learners in public workshops or as learners who have been sent for training by their respective companies.
- ⊕ Learners who have attended the workshop are mainly from the Gauteng area.
- ⊕ Learners with physical disabilities, such as a blind person has been successfully incorporated in training, where ENJO Consultants (Pty) Ltd adapted training material into a format that could easily be transferred into Braille.
- ⊕ Learners attend face to face workshops in the Gauteng area.
- ⊕ Learners receive a Learner Guide and a Portfolio of Evidence file to complete the assessment activities and then submit the Portfolio for assessment on a predetermined agreed date.
- ⊕ The summative assessment activities are completed in the workplace where the learners have access to workplace policies, procedures as well as the opportunity to apply knowledge and skills acquired during the workshops to the workplace.

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Current Challenges

A growing number of enquiries relating to workshops have come from prospective learners from all over the country as well as throughout countries in Africa. This poses a challenge due to the following factors:

- ⊕ **Accessibility** – some of the learners have committed themselves to lifelong learning, but due to their geographical isolation or distance they are being deprived of learning opportunities.
- ⊕ **Cost Effectiveness** – for learners. Not all learners can afford to attend training workshops as this may involve travelling, accommodation as well as spending time away from work and home if they come from outside the Gauteng area. Their attendance at workshops is thus affected by financial and time constraints.
- ⊕ **Cost Effectiveness** – ENJO Consultants (Pty) Ltd is committed to react timeously to client needs in the most cost-effective manner. Part of their promise to the clients is to offer quality training at the ‘best possible price’, but the costs involved in taking the learning in its current state to the learners, hampers the viability of training outside the Gauteng. This is especially true when learner numbers in an area are limited. ENJO Consultants (Pty) Ltd is thus faced with turning learners away and thus depriving them of a learning opportunity and thus also affecting the sustainability of ENJO Consultants (Pty) Ltd as a quality training provider.
- ⊕ **Varied needs** – of individual learners and companies require a flexible approach from ENJO Consultants (Pty) Ltd. Some of the learners are new entrants to the specific fields of learning while others meet the requirements of RPL learners. As ENJO Consultants (Pty) Ltd we strive to customise training to the needs of the learners to ensure applicability of skills acquired to the workplace, this poses another challenge.

Opportunities Arising from Current Challenges

To address the challenges, ENJO Consultants (Pty) Ltd have researched alternative methods to make training more accessible and affordable for learners while still meeting the needs and demand for quality training of its clients. ENJO Consultants (Pty) Ltd has identified the following options that are aligned with its vision and mission, to continue offering quality training and assessment in the most cost-effective manner:

- ⊕ Distance Learning.
- ⊕ RPL.

Distance Learning and E-Learning

The following definition serves as a common frame of reference for ENJO Consultants (Pty) Ltd, the relevant SETA and prospective clients:

- “Distance Learning is the method of learning at one's own pace in one's own time, without the boundaries of the formal classroom and without the formal presence of the facilitator”.
- The distance learning will be imparted through audio-visual aids such as electronic media, such as web conferencing, teleconferencing, electronic mail, telephone, and instant messaging.

Electronic Media and Technology

Specific electronic media/communication software that have been earmarked for this venture:

- ⊕ Electronic mail.
- ⊕ Skype.
- ⊕ Virtual sharing through software such as Drop box or Cloud.
- ⊕ Telephonic contact.

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A prerequisite for this approach is that the prospective learner meets the following criteria:

- ⊕ Entry requirements based on qualifications and experience.
- ⊕ Access to the media and software mentioned above.
- ⊕ Access to a workplace where practical experience can be gained.
- ⊕ Access to programme related resources, e.g. classroom and equipment for facilitation (facilitator programme); ECD venue and equipment (for ECD); WSP, training records, etc. (for SDF), any additional resources that are subject specific.
- ⊕ Computer literacy.

Further prerequisites to ensure the successful implementation of such an approach relate to ENJO Consultants (Pty) Ltd preparation and planning:

- ⊕ Implementation and Roll-Out Plan.
 - Develop a Learner Guideline document that includes a timetable and schedule of learning, related tasks, formative and summative assessment, description of methodology, roles, and responsibilities of the relevant parties (learner, facilitator, mentor, assessor and moderator).
 - Task directives for ENJO Consultants (Pty) Ltd Role Players, e.g. dates and times of availability, description of roles, responsibilities, and expectations to ensure a continuation of quality enhanced learning experiences for learners.
 - Compile an availability plan – a guideline with dates and times when the facilitator/assessor will and need to be available for the learners either telephonically, via Skype or instant messaging.
- ⊕ Align material to ensure that it complies with the quality requirements of the Unit Standard, relevant SETA, and developments in technology.
- ⊕ Align PoE – formative and summative assessments to meet quality requirements of the Unit Standard, relevant SETA, and developments in technology.
- ⊕ Align Facilitator and Assessor Guides to address the requirements distance and E-learning.
- ⊕ Use Courier Services for the submission of the Portfolios of Evidence for assessment and moderation. The submission of the hard copies of evidence ensures authenticity.

Procedure

Flowchart FC 20: Distance Learning Process

To ensure the success of distance learning, the following process should be followed:

- ⊕ Plan and prepare for distance learning.
- ⊕ Screen prospective learners for suitability.
- ⊕ Implement distance learning.
- ⊕ Conduct Assessment.
- ⊕ Review distance learning process.

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Planning and Preparing for Distance Learning

The success of distance learning depends on detailed planning and preparation:

- ⊕ Identify programmes that allow for the distance learning process.
- ⊕ Adapt the learning material (Learner Guide and PoE) for distance learning.
- ⊕ Compile distance learning schedule/ programme per learning programme.
- ⊕ Develop a Learner Guideline document that includes a timetable and schedule of learning, related tasks, formative and summative assessment, description of methodology, roles, and responsibilities of the relevant parties (learner, facilitator, mentor, assessor, and moderator).
- ⊕ Develop task directives for ENJO Consultants (Pty) Ltd Role Players, e.g. dates and times of availability, description of roles, responsibilities, and expectations to ensure a continuation of quality enhanced learning experiences for learners.
- ⊕ Compile an availability plan – a guideline with dates and times when the facilitator/assessor will and need to be available for the learners either telephonically, via Skype or instant messaging.

Screen Prospective Learners

Due to special requirements related to specific learning programmes, not all programmes are suitable for distance learning and not all distance learning programmes are suitable for all prospective learners. It is thus essential that a proper screening process is implemented, before enrolling the learner:

- ⊕ Interview the prospective learner or/ask the learner to complete a pre-enrolment questionnaire to determine:
 - The programme the prospective learner is interested in.
 - Whether the learner meets the related entry requirements, e.g. qualification, prior knowledge, and experience.
 - Whether the prospective learner has access to the resources required for the specific programme, e.g. other role players; venues; specialised equipment; company policies and procedures; relevant documents and records; etc.
 - Whether the prospective learner understands the demands, expectations, roles, and responsibilities of all parties during distance learning.
 - Whether the prospective learner understands that there is no refund for distance learning.
- ⊕ Once the ENJO Consultants (Pty) Ltd interviewer is satisfied that Distance Learning is the best option for the prospective learner, the enrolment can take place.

Implement Distance Learning

Once the learner has enrolled, the following process is followed:

- ⊕ All relevant ENJO Consultants (Pty) Ltd employees are informed:
 - Admin – to capture learner details on the MIS (TIMS).
 - Admin – to print and prepare learning material and relevant documentation (Welcome letter; Evidence Requirements; Learner Guideline; Learner Guide and PoE).
 - Admin – to courier all documents and learning material to the learner.
 - Training Manager – to allocate a support facilitator to the learner.
 - Support facilitator – to contact the learner and help.
- ⊕ Learner works through the learning material on his/her own with the support of the support facilitator.

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Assessment

Assessment will be conducted as prescribed in the Assessment policy (P41 and PR41). The following needs to be noted:

- ⊕ Prepare the learner for assessment – Instead of a preparation meeting, the learner will be prepared for assessment as follows:
 - Learner reads the welcome letter; the Learner Guidelines; The Evidence Requirements and the Introduction to the Learner Guide and PoE.
 - Any queries are discussed with the support facilitator.
 - Learner completes and signs Assessment preparation documents.
- ⊕ Conduct Assessment –
 - Once the learner has completed all the assessment activities, collected sufficient evidence, and feels ready for assessment, he/she submits the PoE for assessment.
 - Assessment is then conducted as prescribed in the Assessment Policy (P41 and PR41).
- ⊕ Feedback –
 - As per the Assessment Policy (P41 and PR41).

Review Distant Learning

The review of the distance learning process should include the review of:

- ⊕ Distance learning screening process.
- ⊕ Distance learning material and documentation.
- ⊕ Distance learning process.
- ⊕ Assessment.

Documents

Distance Learning Questionnaire;
Distance Learning schedule/plan per module/programme;
Enrolment form;
Distance learner feedback form;
Assessor Review Report;
Distance learning review report.

Related policies

Admission Policy P28 and PR28
Support Learners Policy P33 and PR33
Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43

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People Experiencing Barriers to Life and Learning (Disability) Policy	EFFECTIVE DATE:	03 March 2020
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People Experiencing Barriers to Life and Learning (Disability) Policy: P30 and PR30

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31 July 2018	John Sandys	Mr		V02
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People Experiencing Barriers to Life and Learning (Disability) Policy: P30 and PR30

Introduction

ENJO Consultants (Pty) Ltd recognises the rights of people experiencing Barriers to Life and Learning (the old term for people with Disabilities – pertaining to people with Special Needs). If we refer to the ‘old terms’ we refer to the times before the new dispensation in Education and in our Country. That is before the Bill of Human Rights as part of the constitution of South Africa and before we had White Paper on Special Needs Education: Building an Inclusive Education and Training System, going hand in hand with the South African Schools Act.

ENJO Consultants (Pty) Ltd recognises the fact that because of the policies of separate and Special Education in SA in the past, persons with physiological impairments (body functions) and physical (body structure impairments) were wrongly totally excluded from full participation in the mainstream of life experiences. Therefore, South African Council on Disability (SAFCD) acknowledges that the policy of exclusion was discriminatory in nature and created barriers to learning and development, which literally led to a situation where people with impairments became ‘disabled’!

ENJO Consultants (Pty) Ltd acknowledges the fact that the White Paper on an Integrated National Disability Strategy is based on the premise that disability is a development and Human Rights issue. Also, that it is caused by factors in the social environment and should be understood in terms of a social model of disability (as opposed to the medical and charity models in the past). Therefore, ENJO Consultants (Pty) Ltd herewith wants to adhere to the recommendations of the White Paper on an integrated national Disability Strategy, which states:

- ④ “... the Department of Education, in consultation with the councils of Technicon and University Principals, the South African Council on Disability (SAFCD), the Office of the State President of our country, and other stakeholders, facilitate a process to develop strategies that will:
 - Remove all discriminatory practises and barriers in admission policies, examination procedures (assessment/evaluation) and decision-making processes etc.
 - place at the centre of the transformation debate the need to create an inclusive environment that caters for the diverse needs of all learners. This should be done through the development and implementation of national norms and minimum standards for barrier free design, access to communication support, appropriate technology, etc.....”.

ENJO Consultants (Pty) Ltd wishes to adhere to and practise an approach of Inclusive Education which accommodates the disabled in terms of the fundamental principle of Equal and Quality Education for all, as stated in the Freedom Charter, so that **ALL** learners will be able to reach their full potential and will be able to meaningfully contribute to and participate in society throughout their lives also ensuring to keep our systems and amenities up to date with developments in education and training internationally.

Education, Training and Support

ENJO Consultants (Pty) Ltd agree with the paradigm-shift that took place. “Disability is the disadvantage or restriction of activity caused by a society which takes little or no notice of people who have disabilities (barriers to life and learning) **AND THIS EXCLUDES THEM FROM MAINSTREAM ACTIVITIES!!!**” ENJO Consultants (Pty) Ltd will always remove any barriers to learning and adapt their training to include these

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learners . ENJO Consultants (Pty) Ltd see themselves as a welcoming organisation. ENJO Consultants (Pty) Ltd won't try to fix the learner's 'problems' so that they can fit in, **NO** it is being done the other way around, ENJO Consultants (Pty) Ltd try to adapt the environment as good and as far as possible to also enable and include learners experiencing physical and perhaps other barriers to learning. We have the necessary equipment which can support these learners, and will also stimulate group cohesion, team efforts and situational leadership qualities in our learners!

ENJO Consultants (Pty) Ltd build Learner Profiles and will build a system which focuses on learner support to help them to excel as far as possible on their own! Therefore, we will also differentiate in our teaching approaches to ensure full participation of all our learners. This support will support them to improve their self-image and confidence in general! ENJO Consultants (Pty) Ltd also differentiate and use different kinds of Assessment and Evaluation instruments in some or all areas as the need may arise. Encouragement and team teaching will also be part of the learning programme

Concepts and Definitions

Inclusion must be seen against the backdrop of Human Resources Development! We need to define people with Barriers to life and learning because we are not living in a perfect world. Discrimination must be stamped out in this area because of the past stigmatisation and categorisation of these people.

Definition According to The Employment Equity Act

People with disabilities refer to those who have long-term or recurring physical or mental impairment that substantially limits their prospects of entry into, or advancement in, employment.

Key Elements of the Definition

Impairment: Substantially limit, recurring impairment (coming back and has a detrimental effect on people's performance and shows degeneration), mental (clinically recognised illnesses or conditions which can affect and influence a person's judgement, emotions or thought processes), or physical impairment (partial or total loss of a bodily function or of the body. It includes sensory impairments like deafness, blind, -visually impaired, short term (might be temporarily because of an accident, operation etc.) or long term (for at least 12 months), plus ended up permanently being impaired due to circumstances.

In conclusion it can be described as some condition that imposes considerable difficulty on the person and substantially limiting that person in the performance of essential job tasks. It can only be determined by taking into consideration the extent, duration, and impact of a person's impairment.

Furthermore, to have a clear understanding we also need to make it clear what kind of impairments are not regarded as disabilities:

- Albinism which is not a disability because it is an inherited condition. People with albinism often develop visual impairments. But the most enabling mechanisms for people with albinism are positive attitudes from there, families, peers, and the community. (Large print should be used, the visual impairment can normally be rectified with spectacles, plus they need to wear protective clothing against UV and the sun.
- There are some controllable and correctable impairment (inclusive of temporary situations). Glasses contact lenses for visual 'problems. Treatment or devices that would control or correct impairment.
- There are also Impairments which were excluded for reasons of public policy.

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E.g. Sexual behavioural disorders; self-imposed body adornments; compulsive gambling, kleptomania etc.
Normal deviations in height and weight etc. illegal drug or alcohol abuse; Conventional physical and mental characteristics and common personal.

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Special Educational Needs Policy: P31 and PR31

Purpose

The purpose of this policy is to:

- ⊕ Ensure enrolment of learners with special needs at ENJO Consultants (Pty) Ltd.
- ⊕ To assist sponsors and guardians in making an informed decision in relation to the enrolment of learners in their company.
- ⊕ To comply with legislation.

Definitions

Glossary	Definition
Special educational needs	a learning difficulty which calls for special educational provision
Learning difficulty	significantly greater difficulty in learning than most learners of the same age; or a disability which prevents or hinders the learner from making use of general educational facilities

A learner must not be regarded as having a learning difficulty solely because the Language or medium of communication of the home is different from the Language in which he or she is or will be taught. Language will be considered as a special need is when an interpreter is required for a group of learners where English is not the home language (this will be at the learner's own cost).

The different types of categories are listed below:

- ⊕ Cognitive disability.
- ⊕ Physical disability.
- ⊕ Severe medical condition.
- ⊕ Hearing impairment.
- ⊕ Vision impairment.
- ⊕ Language disorder.
- ⊕ Specific learning difficulty.
- ⊕ Emotional disorders and behavioural disorder.
- ⊕ Multiple disabilities - this is a combination of two (2) or more of the above disabilities.

Scope

This policy is about all learners or people experiencing special educational needs in all age groups.

Exceptionally able or gifted learners are excluded from this definition, as are persons for whom English is a second Language. ENJO Consultants (Pty) Ltd recognises that these learners have their own needs, however, which are addressed separately.

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Policy Application

The aim of the Special Educational Needs policy is to provide an inclusive learning for learners with disabilities and special needs. In line with the Employment Equity ethos, the programme allows learners with identified special educational and training needs the inherent right of respect for their human worth and dignity and to realise their individual capacity for spiritual, physical, social, emotional and intellectual development.

All employees of ENJO Consultants (Pty) Ltd, particularly those in direct contact with learners, together with the assistance of the support employees will aim to:

- ⊕ Protect and foster the dignity of the learner with special needs by a personal model of professionalism.
- ⊕ Foster a secure, safe, caring and accepting institutional environment.
- ⊕ Give the learner every opportunity to develop the skills necessary to adapt to the challenges and changes of life. By doing so allowing for the development of self-concept and self-esteem in the learner with special educational and training needs.
- ⊕ Promote an environment in the classroom that will allow for the acceptance of the uniqueness and the differences of each learner.

ENJO Consultants (Pty) Ltd strives to give all learners and equal opportunity to reach their full potential. The following measures have been put into place to ensure that learners with special needs have the same opportunity without compromising the validity of the assessment:

- ⊕ Potential learners can indicate their special needs on the enrolment forms, prior to enrolment.
- ⊕ They also have the opportunity to state the type of assistance required, e.g. print in larger font, use of a sign language interpreter, wheelchair access, special seating in the classroom, a scribe, extra time, etc. (the type of special need will determine the type of assistance).
- ⊕ On the ground of the information provided on the enrolment forms, arrangements are made to address the special needs in the most effective manner.
- ⊕ All ENJO Consultants (Pty) Ltd employees that will deal with the special need's learner are informed and prepared to deal with the special need.
- ⊕ As special needs may be a sensitive issue, not all learners with special needs indicate their needs on their enrolment forms, thus facilitators are encouraged to identify learners with special needs as soon as possible during facilitation.
- ⊕ During facilitation and assessment care must be taken not to treat the person with a special need in such a manner that he/she is advantaged or disadvantaged. The principles of assessment should still be applied.

To enable learners with special needs to reach their full potential the following are offered, depending on the needs of the learner:

- ⊕ Support within the classroom by either an aid or **LEARNING SUPPORT** needs facilitator.
- ⊕ If a learner is skilled in a certain outcome, they are eligible to have assessment tasks modified and their work modified.
- ⊕ Physical or timetabling modifications of programmes to enable the learners with special need access to different areas and equipment.
- ⊕ Supplying learners with appropriate educational material so that they gain a sense of achievement.
- ⊕ Continual in-servicing of employees so that they develop the skills needed to work with learners with special needs.
- ⊕ Depending on the learner's needs access to the Special Provision Program for major assessments.

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Procedure for Dealing with Learners with Special Needs

Flowchart FC 10: Identification of Learner's with Special Needs

The following procedure should be followed:

- ⊕ Identify the learner/s with special needs.
- ⊕ Plan and prepare for accommodating the learner/s.
- ⊕ Accommodate the learner in the classroom.
- ⊕ Prepare the learner for assessment.
- ⊕ Assess the learner.

Identify the Learner/s with Special Needs

Learner/s with special needs are identified in two ways:

- ⊕ Learner indicates the special need and the assistance required during enrolment.
- ⊕ Facilitator suspects that the learner has a special need or disability.

If a facilitator suspects that a learner has a special need they need to discuss the situation with the learner and the Training Manager.

Plan and Prepare for Accommodating Learners with Special Needs

Depending on the special need/disability the following preparations will take place prior to the learning intervention:

Sight:

- ⊕ Partially sighted learners –
 - Increase the font of the learning material to the required size.
 - Ensure that the learner sits close to the screen and flipchart. Reserve a seat for the learner close to the front.
- ⊕ Blind learners –
 - Prepare the learning material in a Word document with no graphics. Revert tables to text and remove all lines provided for written answers.
 - Give an electronic version of the learning material to the learner for conversion into Braille.
 - Allow learner to bring a Braille reader to class.
 - If required, a scribe can be arranged.

Hearing:

- ⊕ Deaf and Partially Deaf Learners –
 - Reserve a seat close to the front for the learner.
 - If the person is going to use a sign language interpreter, then the learner can be placed anywhere in the venue, if the interpreter can face the learner. Placement can be discussed with the learner and interpreter.

Mobility

- ⊕ Learners with Limited Mobility (Wheelchairs/ crutches) -
 - Ensure easy access to the venue, restrooms, etc.
 - Ensure easy access to desks in the training venue.
 - Task an ENJO Consultants (Pty) Ltd employee to assist during tea and lunch breaks.

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Learning Disabilities

- ⊕ Learners with Learning Disabilities (e.g. Dyslexia, etc.)
 - Learner may need a scribe or someone to read for them.

Other special needs

- ⊕ Obtain specialised assistance and guidance as to how to deal with the disability/special need.

Accommodate the Learner with Special Needs in the Classroom

ENJO Consultants (Pty) Ltd believes that success of the learning depends on a whole company approach. All members of ENJO Consultants (Pty) Ltd training employees and support employees need to contribute to the achievements of both individual special need's learners.

The role of the facilitator is to:

- ⊕ Identify any learners who may have special needs and have not indicated these on the enrolment form.
- ⊕ Any suspicion of special needs and relevant support should be discussed with the relevant learner and the training manager.
- ⊕ Ensure the integration of learners with special needs by helping to provide a secure, caring and accepting environment.
- ⊕ Ensure that learners with special needs do not feel isolated and alienated, thus include them in discussions and group activities.
- ⊕ Encourage learner with the special need/disability to share his/her ideas of how others could assist if they need assistance.
- ⊕ Slow down if necessary, but still aim your pace at the middle learners. Do not advantage or disadvantage any learners in their progress.
- ⊕ If the special needs learner cannot keep up with the pace, spend one-on-one time with the learner during group discussions or identify stronger learners that could assist them.
- ⊕ Report on the learner's progress in the facilitator report.

Prepare the Learner for Assessment

Apart from ensuring that the learner with special needs understands exactly what is required of him/her when compiling the Portfolio of Evidence, the facilitator needs to pay attention to the following:

- ⊕ Ensure that the learner clearly indicates his/her special need in the Preparation for Assessment Documents.
- ⊕ Ensure that the learner completes all the formative assessment activities.
- ⊕ Determine whether the learner will need additional time to complete the assessment and make a note of that.
- ⊕ If the learner has used an interpreter or a scribe, ensure that they both initial all the pages in the PoE and complete the Special Needs Declaration of Authenticity form.
- ⊕ Encourage the learner to include any documentation about the special need in the PoE for the attention of the assessor.

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Assess the Learner with Special Needs

The assessment is conducted in line with the Assessment policy P41 and PR 41. During the assessment, the assessor must:

- ⊕ Take note of the learner's special needs/disability and how this was accommodated.
- ⊕ Determine whether the accommodation of the special need/disability in any way compromised the validity and fairness of the assessment.
- ⊕ Judge the evidence submitted to determine whether specific outcomes, assessment criteria, range statements, EEK and CCFOs were met.
- ⊕ Judge the evidence for compliance with VARCS principles.

Documents required

Enrolment form
Assessment documents (list?)
Special Needs Declaration of Authenticity Form

Related Policies

People experiencing barriers to life and learning (Disability) policy P30 and PR30
Learner Support Policy P33 and PR 33
Grievance Policy P35 and PR35
Disciplinary Policy P36 and PR36
Assessment P41and PR41
RPL Policy 42 and PR42
Re-assessment Policy 46 PR46
Moderation Policy 48 PR48

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Learner Orientation Policy: P32 and PR32

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Learner Orientation Policy: P32 and PR32

Introduction

This policy will ensure that the learners are aware of what is expected of them when attending the programmes as well aspects that could arise at the work environment.

It furthermore familiarises them with the concept of outcomes-based education, training, and assessment, as well as the roles, responsibilities, and rights of the relevant stakeholders in the NQF environment.

Purpose

The policy will ensure that ENJO Consultants (Pty) Ltd has implemented standardised orientation of the learners for all learning programmes, inclusive of skills programmes and full qualifications.

Definitions

Glossary	Definition
Skills Programme	Is a programme that is credit bearing and comprises one or more registered unit standards.
Full Qualification	Is credit bearing and registered on the NQF. A full qualification consists of fundamental, core and elective unit standards. Can also be a QCTO qualification that consists of a theory, practical and workplace component.
Learnership	Is offered over a period of at least 12 months and covers classroom- based, followed by workplace-based training and assessment. It results in a full qualification that is registered and credit bearing.

Scope

This policy covers the orientation of all learners at ENJO Consultants (Pty) Ltd, inclusive of contact learning and distance learning programmes. (facilitators, assessors, material developers, support personnel?)

Policy

To support the principles of openness, fairness and credibility, each learner needs to be subjected to a form of orientation. This gives them an overview of the policies and practices that guide the processes followed by ENJO Consultants (Pty) Ltd from Learner Admission to Certification.

Format and Content of Orientation

The format and content of the orientation is standardised, but the duration and timing are related and adapted to the type of training that is being conducted. The different approaches are discussed under the following headings:

- ⊕ Skills programmes.
- ⊕ Full Qualifications.

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Further distinctions will relate to:

- ⊕ Contact learners.
- ⊕ Distance learners.
- ⊕ RPL; and
- ⊕ CAT.

Timing of Orientation

Orientation will be conducted at the onset of a training programme and can take on the form of a discussion session or based on an orientation document that is given to each learner. Learners will be given access to all relevant policies and procedures for perusal.

Contact Learners - All

Learners will undergo an orientation session on the first day where all aspects of the training and expectations will be explained to them, in this orientation the learner guide as well as the PoE will be discussed in depth. This discussion will form part of the assessment preparation meeting. Matters that will be discussed with all learners are:

- ⊕ Admission requirements.
- ⊕ Special needs.
- ⊕ Learner Support.
- ⊕ RPL.
- ⊕ Assessment.
- ⊕ Re-assessment.
- ⊕ Appeals.
- ⊕ Irregularities.
- ⊕ Moderation.
- ⊕ Code of conduct.
- ⊕ Roles and responsibilities.
- ⊕ Occupational Health and Safety.
- ⊕ Certification.

Contact Learners – Learnership (in conjunction with the Employer)

In the case of learners who have enrolled for a learnership Orientation will be longer as more aspects need to be covered. A whole day could be set aside for a Learnership Orientation Session. As learners on a learnership need to be employed for the duration of the learnership, the session could take place at ENJO Consultants (Pty) Ltd premises or at the premises of the employer.

Apart from the matters mentioned above, the following matters will also be dealt with during orientation:

- ⊕ Learnership agreements and contracts.
- ⊕ Employment contract.
- ⊕ Conditions of employment.
- ⊕ Roll-out plan of the learnership.
- ⊕ Roles and responsibilities and expectations of ENJO Consultants (Pty) Ltd, the learner and the employer.
- ⊕ Workplace support for employers; and
- ⊕ Workplace learner support.

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All these matters relate to ENJO Consultants (Pty) Ltd policies and procedures and students will be afforded the opportunity to view the policies if required. A file with the relevant policies will be made available to the facilitator for the orientation session.

Additional support for orientation is given to each learner in the form of a Welcome Letter and an Evidence Requirement document for each programme.

After the orientation/assessment preparation, each learner signs a declaration that all matters have been discussed with them and they have had access to the relevant policies.

Distance Learners, RPL and CAT

All distance learners receive their Learning Material, a Welcome Letter, and an Evidence Requirement Document. They are allocated a support facilitator that will guide them through the learning and assessment process. Distance learners, RPL and CAT candidates are required to read all the relevant documents and the Overview in the Learner Guide and PoE and sign the Declaration.

Procedure

Contact Learners

The orientation session will be conducted by the facilitator of the learning programme. For skills programmes, the orientation will take place within the initial two hours of the training and for learnerships orientation will take place during a scheduled orientation session.

The facilitator would follow the following process:

- ⊕ Welcome all learners and set them at ease.
- ⊕ Do introductions and determine expectations.
- ⊕ Set ground rules.
- ⊕ Give an overview of the programme, the outcomes, the assessment criteria, and the learning process.
- ⊕ Discuss the overview of the learner guide and the PoE.
- ⊕ Discuss the assessment planning and process.

Highlight the applicable policies and procedures:

- ⊕ Admission requirements.
- ⊕ Special needs.
- ⊕ Learner Support.
- ⊕ RPL.
- ⊕ Assessment.
- ⊕ Re-assessment.
- ⊕ Appeals.
- ⊕ Irregularities.
- ⊕ Moderation.
- ⊕ Code of conduct.
- ⊕ Roles and responsibilities.
- ⊕ Occupational Health and Safety.
- ⊕ Certification.

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- ⊕ Learnerships:
 - Workplace support for employers.
 - Workplace learner support.
 - Discuss and complete learnership agreements and contracts.
 - Discuss conditions of employment.
 - Discuss roll-out plan of the learnership.
 - Discuss roles and responsibilities and expectations of ENJO Consultants (Pty) Ltd, the learner and the employer.

The facilitator furthermore:

- ⊕ Deals with any queries and challenges.
- ⊕ Allows learners access to the relevant policies.
- ⊕ Requests learners to complete and sign the Declaration in the PoE, as well as all administrative documentation.

Distance Learners, RPL and CAT Candidates

The Distance Learners, RPL and CAT candidates are requested to carefully study the following:

- ⊕ The Welcome Letter.
- ⊕ The Evidence Requirements Document.
- ⊕ The overview and introduction of the Learner Guide and PoE.
- ⊕ The assessment preparation section of the PoE.
- ⊕ Direct all queries to the support facilitator.
- ⊕ Request access to PDF versions of the relevant policies and procedures (if required).
- ⊕ Complete and sign all relevant preparation documents, the declaration and administration documents.

Documentation

The following documentation is required for implementation of this Procedure:

Forms & Templates F&T 3: Indemnity Agreement
Welcome letter
Evidence Requirements (per programme)
Attendance Register
Declaration
Learnership agreement
Code of Conduct

Related Policies

Occupational Health and Safety; Policy 11 and PR11
Admission requirements; Policy P28 and PR28
Special needs; Policy P31 and PR31
Learner Support; Policy P33 and PR 33
Workplace support for employers Policy P38 and PR38
Workplace learner support Policy P39 and PR 39
RPL; Policy P42 and PR 42

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Assessment; Policy P44 and PR 44
Irregularities; Policy P45 and PR45
Re-assessment; Policy P46 and PR46
Appeals; Policy P47 PR47
Moderation; Policy P48 and PR48
Certification Policy P53 and PR53

Awareness of The Employer Indemnity

The facilitator is to explain to the learner what he/she could expect that employers' expectations to be i.e., being able to perform the duties that they have been training, the UBUNTU Batho Pele principles. The Batho Pele principles are as follows:

1. Consultation

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs, and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

2. Setting service standards

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, considering South Africa's current level of development.

3. Increasing Access

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

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4. Ensuring Courtesy

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves. The public service is committed to continuous, honest, and transparent communication with the citizens. This involves communication of services, products, information, and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

5. Providing Information

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.

6. Openness and Transparency

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

7. Redress

This principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

8. Value for Money

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.

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Learner Support Policy: P33 and PR33

Purpose

The purpose of the Learner Support and Guidance Policy is to:

- ⊕ Provide information and impartial guidance to potential learners about appropriate access routes into learning programmes and all aspects of learner life relevant to prospective learners.
- ⊕ Provide information and impartial guidance for all current learners about learning programmes.
- ⊕ Provide a comprehensive induction programme for all new learners.
- ⊕ Provide specialist information, advice, guidance, learner support and counselling services for current learners.
- ⊕ Provide systematic learning and personal support for all learners at programme level.
- ⊕ Provide appropriate forms of support and guidance for learners at the point of departure from ENJO Consultants (Pty) Ltd.

Definitions

Glossary	Definition
Learner support	is defined as enabling learners to study successfully and to develop their own understandings of blended or online learning materials.

Scope

This policy is applicable to all full-time employed personnel, fixed contract and temporary employees which include facilitators, assessors, moderators, and support personnel as well as learners enrolled with ENJO Consultants (Pty) Ltd.

Policy Application

ENJO Consultants (Pty) Ltd will make appropriate support and guidance available for current, prospective learners. The aim of such provision is to assist individuals to make fully informed choices in relation to their learning, personal and career development and optimise their experience as a learner of ENJO Consultants (Pty) Ltd.

Principles

Learner support and guidance provision at ENJO Consultants (Pty) Ltd should be:

- ⊕ Learner-centred.
- ⊕ Consistent in quality across all its aspects.
- ⊕ Accurate and timely.
- ⊕ Specialist and generic.
- ⊕ Impartial.
- ⊕ Accessible and appropriate.
- ⊕ Recorded and monitored.
- ⊕ Available in forms and at times convenient for the enquirer.
- ⊕ Confidential except when necessary and agreed.

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Policy Context

ENJO Consultants (Pty) Ltd aims to enhance the quality of learning for all learners at ENJO Consultants (Pty) Ltd, to provide an enriching, effective and enjoyable learning experience. ENJO Consultants (Pty) Ltd is committed to providing all learners with guidance, a range of knowledge and skills and additional support for learners when required.

The Learner Support and Guidance Policy consists of a series of related statements of learner entitlement designed to underpin ENJO Consultants (Pty) Ltd strategic goals for access, progression, retention, employability, and enhancement of the learner experience.

“Learner support and guidance” in the context of this policy refers to activities within ENJO Consultants (Pty) Ltd designed to assist learners, past, present and potential, with making decisions and developing their skills to maximise their learning opportunities, career and personal development through ENJO Consultants (Pty) Ltd

Included in these processes is information provision, advice, guidance, counselling, negotiation, advocacy/representation, mentoring/coaching, referral, access and bridging activities and learner support.

Support to Learners before Enrolment

We will provide comprehensive information about the available education and training programmes and entry criteria to all prospective learners, both prior to entry and during course orientation. Learners will have the opportunity to clarify their requirements and relate them to the training course.

Support Provided During the Programme

During the education and training process, we will ensure that the needs of individual learners are identified and that special needs are written down in the Learning Contract and Pre-Assessment Meeting. Special needs will be handled in line with the Special Needs Policy

Support provided after the Programme has been completed

Individuals will be supported to identify possible learning opportunities and the ways in which these opportunities could be accessed. Each learning programme is required to include a clear description of the learning and career pathways that are possible for learners upon successful completion of the programme.

Learners will have access via e-mail, telephonic conversation or personal appointment with facilitators and assessors.

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Procedures

Support Provided Before Enrolment

Before a learner enrolls for any programme, the learner is given guidance:

- ⊕ Learner requests information or a quotation via e-mail or telephonically.

ENJO Consultants (Pty) Ltd employee provides the prospective learner with the relevant information or directs the person to the employee that can provide the relevant information. Information can include at least the following:

- ⊕ Name of the programme.
- ⊕ Content of the programme.
- ⊕ NQF level and credits.
- ⊕ Entry requirements.
- ⊕ Contact, distance learning, RPL and CAT learning options.
- ⊕ Duration.
- ⊕ Assessment.
- ⊕ Links to other programmes.
- ⊕ Benefits of the programme.
- ⊕ The fees.

This information can be given orally and backed up by the relevant documents that can include:

- ⊕ Programme brochure/fact sheet.
- ⊕ Quotation.
- ⊕ Enrolment form.
- ⊕ Terms and Conditions; and
- ⊕ Any other relevant documentation.
- ⊕ Should the prospective learner want to discuss the options and details in person, a follow up meeting at the ENJO Consultants (Pty) Ltd offices should be arranged or the prospective learner's contact details should be forwarded to a Support Facilitator.
- ⊕ The follow-up phone contact should take place within 24 hours of the query.
- ⊕ The face-to-face meeting should be scheduled for the first Friday after the query. In the case of an emergency, this meeting can be scheduled for earlier.

Support Provided During Training

The support provided during training covers three areas:

- ⊕ General support provided to all learners.
- ⊕ Support provided to special needs learners.
- ⊕ Support provided to distance learners.

General Support to All Learners

Most of the support given to all learners during the training will be provided by the learning facilitator. This support includes:

- ⊕ Feedback given by the facilitator and support provided throughout class activities, group work and formative assessments. This includes the discussions prior to the activities and feedback after activities.

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- ⊕ Identifying, gathering, and presenting evidence for assessment.
- ⊕ Assisting learners to make sense of the training and learning in terms of career opportunities and personal development choices.
- ⊕ Understanding, facing, and resolving or adapting to, personal problems and difficulties which could inhibit progress.
- ⊕ Preparing the learners for the final summative assessment.

Administration support is provided by the administration staff in the form of:

- ⊕ Assisting the learners with enrolment procedures.
- ⊕ Receiving payments and issuing receipts.
- ⊕ Managing the attendance register.
- ⊕ Reception and familiarising the learners with the ENJO Consultants (Pty) Ltd premises.
- ⊕ Photocopying of personal documents for enrolment purposes and the PoE.
- ⊕ Arrange for documents to be certified.
- ⊕ Assisting with the use of the laptop and printer.
- ⊕ Gaining access to the internet

Support to Learners with Special Needs

Support to learners with special needs will provide them with an equal opportunity for successful completion of the programme. Learners with special needs will receive the general support as mentioned above, as well as specialised support dependent on their specific need. Refer to the Special Needs Policy for the procedure to be followed.

Support to Distance Learners

Allocated support facilitators will provide support to distance learners in line with the Distance Learning Policy.

Support Provided After Learning

There are two phases in the support after learning:

- ⊕ Support during the preparation of the PoE.
- ⊕ Support after assessment.

Support During the Preparation of the PoE

During the contact sessions, the facilitator will ensure that all learners have access to his/her e-mail address. Learners are invited to contact the facilitator for assistance and support during the time when the learner is preparing evidence for the PoE until he/she is ready to submit.

Learners are also invited to plan for face-to-face support at ENJO Consultants (Pty) Ltd premises on a Friday.

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Support After Assessment

After assessment, the assessor gives feedback to the learner on his/her performance. This feedback includes the following:

- ⊕ Comprehensive feedback on the learner's performance per outcome and criteria (competent/Not yet competent).

The way forward:

- Certification and follow up training programmes.
- Remediation and re-assessment.
- Appeal.
- ⊕ This feedback will be guided by the Assessment Policy, the Re-assessment policy and the Appeals Policy.

Documentation

The following documentation is required for the implementation of this policy

Programme Brochure
Enrolment Form
Quotation
Support Record?
Assessment Preparation
Declaration
Appeals form

Related Policies

Distance Learning Policy P29 and PR29
Special Needs Policy P31 and PR31
Assessment Policy P41 and PR41
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47

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ENJO Consultants (Pty) Ltd		REFERENCE:	P34 & PR34
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Facilitation Policy		EFFECTIVE DATE:	03 March 2020
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Facilitation Policy: P34 and PR34

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Facilitation Policy: P34 and PR34

Purpose

The purpose of this policy is to ensure that all facilitation conducted at ENJO Consultants (Pty) Ltd is fair, valid, and credible in line with good principles of adult learning and development.

Definitions

Glossary	Definition
Facilitation	is the process that is used to add content, process, and the structure to meet the training and learning needs of an individual, group or team. Facilitation is provided by a facilitator who leads learners to obtain knowledge, information, and skills for them to accomplish their learning objectives.
Learning facilitation	is a process of helping and guiding individuals or groups to learn. It can also be defined as a process whereby learning opportunities and a learning environment are created and maintained within which the learners gain knowledge and skills by means of creative thinking and problem solving

Scope

This policy is applicable to all facilitators who facilitate skills programmes and qualifications on full-time, contract or temporary employment with ENJO Consultants (Pty) Ltd.

Policy Application

The two (2) main commitments in relation to facilitation can be summarised as follows:

- ⊕ The facilitation and assessment systems are principled, prompt, and systematic.
- ⊕ Facilitation is undertaken in relation to the design of the facilitator and learning guides.

Facilitation Process

The facilitation process follows the process implicit in the unit standard “Facilitate using a variety of methodologies” (117871):

- ⊕ The facilitator prepares for the facilitation.
- ⊕ The facilitator facilitates the learning programme using a variety of facilitation methods.
- ⊕ The facilitator reviews the facilitation.

The facilitation review is based on the input received from the learners as well as the facilitator’s own evaluation of the facilitation process. However, ENJO Consultants (Pty) Ltd has some specific policies in addition to the routine processes:

- ⊕ Preparation for the facilitation and the facilitation will be guided by the programme specific Facilitator Guide.
- ⊕ The facilitator needs to prepare the learner for assessment. The facilitator thus needs to have a thorough knowledge and understanding of assessment in outcomes-based assessment. Ideally the

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facilitator will be a registered assessor. The facilitator will thus conduct the preparation meeting with the candidate and ensure that all preparation documents in the Portfolio of evidence are completed.

- ⊕ There are on-going formative assessments throughout the programme. These are used to identify learners' strengths and weaknesses (and strengths and weaknesses of the programme) and to address them through appropriate parts of the programme (which may need to be adapted for this purpose). They employ a variety of methods. The facilitator will be responsible for the conducting of the formative assessments.

Criteria for Facilitators

ENJO Consultants (Pty) Ltd undertakes to uphold the following criteria and standards with regards to facilitators. Facilitators in the employ of ENJO Consultants (Pty) Ltd will have to play many roles within the facilitation process namely:

- ⊕ Role model.
- ⊕ Counsellor.
- ⊕ Coach.
- ⊕ Mentor.
- ⊕ Resource person.
- ⊕ Learning guide.
- ⊕ Programme planner.

This requires a diverse range of skills and abilities from the facilitator. Five main categories of essential characteristics and skills that the facilitator of learning should possess can be distinguished:

- ⊕ Subject matter expertise.
- ⊕ Personality characteristics.
- ⊕ Interpersonal and human relations skills.
- ⊕ Instructional design skills.
- ⊕ Learning transaction skills.

The facilitator must also:

- ⊕ Be able to demonstrate competence in relation to specified standards and qualifications, at or above, the level of the qualifications in question.
- ⊕ Have met any additional requirements laid down by their constituent ETQA.

Subject Matter Expertise

A facilitator must be a subject matter expert. This means the facilitator must be proficient in the theoretical, technical, and practical aspects of the particular discipline or content area in which learning is facilitated.

Personality Characteristics

A facilitator must possess personality characteristics that show:

- ⊕ Care.
- ⊕ Trust.
- ⊕ Respect.
- ⊕ Encouragement.

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Interpersonal and Human Relations Skills

Developing and maintaining good interpersonal and human relationship skills is vital to the facilitator of adult learning. The critical element in the facilitator's role is the relationship between facilitator and learner. This requires the facilitator to show an attitude of:

- ⊕ Realness and genuineness.
- ⊕ Non-possessive caring, trust, and respect.
- ⊕ Empathic understanding and sensitive and accurate listening.

The facilitator must:

- ⊕ Have knowledge of learners and their needs and skill in working with them.
- ⊕ Show interest in the learners.
- ⊕ Be objective in presenting subject matter and in dealing with learners.
- ⊕ Ensure the creation and maintenance of rapport with the learners right from the start.

Instructional Design Skills

Any facilitator must be proficient in planning and administering facilitative instructional programmes and interventions according to the most effective methods, strategies, and techniques.

Learning Transaction Skills

A facilitator must know how learning takes place and how the learner can be helped to make learning easier. The facilitator must have the ability to make subject matter and learning content interesting.

Some of the general skills are:

- ⊕ Explanation skills.
- ⊕ Feedback skills.
- ⊕ Questioning skills.
- ⊕ Listening skills and
- ⊕ Non-verbal communication skills.

As facilitator, he/she will also assume the role as assessment evidence facilitator. In this role, the facilitator is required to add value to the assessment process by ensuring that candidates are ready to present well organized and complete evidence to registered assessors.

Role of the Facilitator

The facilitator's role is to:

- ⊕ Provide information to candidates about outcomes-based assessment in general and their assessment.
- ⊕ Advise and support candidates to prepare, organize and present evidence (formative assessment activities).
- ⊕ Check and give feedback on evidence.
- ⊕ Facilitate.

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Facilitation Requirements

Facilitation Plan

Each facilitator should compile a facilitation plan for the relevant facilitation. The plan should be done on the facilitation plan template attached.

- ⊕ Needs to show curriculum plan/lesson plans.
- ⊕ Needs to show planning for meetings and feedback.

Attendance Registers

Every member present at any learning intervention offered by ENJO Consultants (Pty) Ltd shall sign the attendance register which shall be available for that purpose.

Facilitation Calendar

- ⊕ Specific dates, times and venues will be provided in advance to the facilitator.

Assessment Calendar

- ⊕ The dates and time frames of required assessments will be provided to the facilitator, assessor, and learners at the time of the Course.
- ⊕ The time of the pre-assessment meeting will be communicated the learners in advance of the meeting.
- ⊕ Can be integrated into facilitation plan (cost-effective and information efficient).
- ⊕ Should be planned, set and accessible to all and by all facilitators.

Facilitator Pack

The facilitator will receive a facilitator pack (hard copy or electronically) to enhance the learning experience. The contents of the facilitator pack are listed below:

- ⊕ Learner Guide.
- ⊕ Portfolio of Evidence.
- ⊕ Facilitator Guide.
- ⊕ Assessment Guide.
- ⊕ Facilitator power point presentation.
- ⊕ Administrative documents - register, learner feedback forms.

The Learner Guide

Each learner will receive a learner guide. The learner guide includes all the theory and practical learning interventions. Each learner guide is fully aligned with a unit standard. It covers all the aspects of each Unit Standard. The Learner Guide was designed and developed to enable the learner to master the contents in a logical sequence, namely from:

- ⊕ the known to the unknown and the unknown to the known.
- ⊕ theory to application.
- ⊕ simple to complicated.

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It accommodates all learning styles. The learner must use his/her Portfolio of evidence in conjunction with the learner guide.

Portfolio of Evidence

Each learner will receive a learner Portfolio of evidence with their learner guide. The Portfolio of evidence contains all the relevant admin documentation, assessment tools, formative assessment activities that need to be completed during the workshop and the instructions for the summative assessment activities.

The learner activity is specified in the learner guide, as well as in the Portfolio of Evidence. These activities are either, individual or group activities and can also be role play exercises. All formative activities need to be completed for formative assessment.

The learner guide contains reference to the activities and the Portfolio will include detailed instructions of what is required from the learner in each activity. Facilitators need to consult the learner guide and the portfolio of evidence in their planning for the facilitation sessions. The activities ensure that the workshop becomes an interactive learning experience.

The Facilitator Guide

The facilitator guide is a practical guide for the facilitator. As a training aid it contains activities that will assist the facilitator in transferring the knowledge and skills as stipulated in the SAQA required specific outcomes and assessment criteria.

The Facilitator Guide contains the essential information to cover the outcomes as stipulated for this Unit Standard. As such, the content of the Learner Guide must be covered completely. This learning programme is divided into Learning Units. Each Learning Unit is preceded by a description of the required outcomes and assessment criteria as contained the unit standards specified by the South African Qualifications Authority. These descriptions will define what the learners must know and be able to do in order to be awarded the credits attached to this learning programme. These credits are regarded as building blocks towards achieving a National Qualification upon successful assessment.

Facilitator Presentation on PowerPoint

The facilitator will use the PowerPoint in conjunction with the learning experience. The PowerPoint presentation includes the framework of the learning experience. This will also support the facilitator throughout the learning experience.

The Assessment Guide

The facilitator needs to refer to the Assessment Guide for detailed instructions on the assessment strategy and the delineation between formative and summative assessment activities.

The process of assessment of competency should be explained in detail to learners upon commencement of course. The following statements should be made:

- ⊕ Attending the training is not sufficient evidence of competence to award a certificate and the credits attached to this programme.
- ⊕ Learners are required to undergo assessment to prove competence to be awarded the credits attached to this programme, eventually leading to a national qualification.

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Administration Documents

- ⊕ Learner registration forms.
- ⊕ Pre-facilitation venue checklist.
- ⊕ Facilitation/lesson plan.
- ⊕ Learner feedback forms.
- ⊕ Facilitator review report.

Procedure

The facilitation process follows the following steps:

- ⊕ Plan and prepare for facilitation.
- ⊕ Conduct Facilitation.
- ⊕ Review Facilitation.

Plan and Prepare Facilitation

The facilitator receives the facilitator pack which includes the following:

- ⊕ Learner Guide.
- ⊕ Portfolio of Evidence.
- ⊕ Facilitator Guide.
- ⊕ Assessment Guide.
- ⊕ Power Point Presentation.
- ⊕ Administrative documents - register, learner feedback forms.

Facilitation / Lesson Plan

The facilitator checks that all the relevant documentation has been included in the facilitation pack and then compiles the facilitation/lesson plan on the provided template. The plan gives an overview of the outcomes of the programme, how the facilitator plans to facilitate the programme, the resources required, the timing, formative assessment activities, possible questions, and any other relevant information.

Onsite / Offsite Checklist

Before the facilitator starts facilitation, he/she needs to ensure that all logistical arrangements have been done, all resources are available and ready, and the venue is conducive to effective learning. The Onsite/offsite checklist allows the facilitator to check whether:

- ⊕ Learners have received all pre-facilitation documentation.
- ⊕ Sufficient learner material and resources are available for the number of learners enrolled for the programme.
- ⊕ The attendance register has been included in the facilitation pack.

The venue is conducive to learning:

- ⊕ thus, easily accessible to all learners.
- ⊕ is safe and has the necessary firefighting equipment available.
- ⊕ has the necessary emergency exits that are accessible to disabled learners as well?

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- ⊕ has sufficient seating and space for learners.
- ⊕ seating is arranged in such a manner that all learners can see the visual aids and hear the facilitator.
- ⊕ has efficient lighting, ventilation, and heating.
- ⊕ allows for facilitation without distractions.
- ⊕ has water available to learners.
- ⊕ The equipment (projector, whiteboard, and flipchart) is available and in working order.
- ⊕ The ablution facilities are clean, hygienic, and accessible to disabled learners.
- ⊕ Dining facilities are clean and hygienic and have enough cutlery and crockery for learners.

Conduct Facilitation

The first contact with the learners:

- ⊕ Set learners at ease by using an icebreaker and introductions.
- ⊕ Determine expectations of learners.
- ⊕ Discuss ground rules, outcomes and assessment criteria, purpose of the programme, roles and responsibilities of the facilitator, learner, assessor and moderator, the learner guide, portfolio of evidence, facilitation, and assessment processes.
- ⊕ Complete administration documents.

Facilitate learning

- ⊕ Conduct facilitation as planned.
- ⊕ Use various methods, e.g. discussions, presentations, role play, simulations, and other methods applicable to the programme.
- ⊕ Ensure that the facilitation is learner centred and involves all learners.
- ⊕ Ensure that discussions relate to the application of newly acquired knowledge and skills in the workplace.
- ⊕ Check understanding throughout.
- ⊕ End each session with a summary of the session.
- ⊕ Start each new session with a recap of the previous session. Learners can be asked to give feedback on their experiences of the previous session.
- ⊕ Conduct the learner preparation for assessment meeting and ensure that all preparation documents are completed as per instructions in the assessment guide.
- ⊕ Ensure that learners complete all the formative assessment activities in the Portfolio of evidence. Use the assessor guide to ensure that the learners complete the activities as required.

Review Facilitation

- ⊕ Obtain feedback on the facilitation from the learners in writing. Learners need to complete the learner feedback form.
- ⊕ Facilitator uses the feedback received from the learners to complete the Facilitator Report. This report gives an overview of the facilitation process, it highlights strengths, weaknesses, opportunities and threats and recommendation for improvement.

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Documentation

The following documentation is required for implementation of this Procedure:

Forms & Templates F&T 6: Facilitator Feedback Report
Forms & Templates F&T 7: Learning Programme Evaluation Form
Forms & Templates F&T 8: Onsite / Offsite Training Preparation Checklist
Forms & Templates F&T 9: Attendance Register
Forms & Templates F&T 10: Lesson Plan (Full Day)
Forms & Templates F&T 11: Lesson Plan

Related Policies

Special Needs Education Policy P31 and PR31
Orientation Policy P32 and PR32
Assessment Policy P41 and PR41
Re-assessment Policy P 46 and PR46
Appeals Policy P47 and PR47

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Grievance (Learners): P35 and PR35

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Grievance (Learners): P35 and PR35

Purpose

The purpose of this policy is to give guidance and to provide a framework for all learners of ENJO Consultants (Pty) Ltd to deal with grievances raised effectively, and at the earliest possible stage.

Definitions

The Mild Grievance

- ⊕ This type of grievance does not involve a dispute of facts or require that evidence be led to understand the nature of the grievance.
- ⊕ The director/manager can easily ascertain the nature of the problem and feels that he/she can resolve the grievance without assistance. For example, a learner lodges a complaint about the unclean state of the toilet facilities.
- ⊕ In this instance the manager is required to follow the Informal Grievance Investigation Procedure.

The Serious Grievance

- ⊕ This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance.
- ⊕ Alternatively, the director/manager does not feel he/she can resolve the grievance without assistance.
- ⊕ For example, one learner claims another learner hit him during their lunch break.
- ⊕ In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

The Sensitive Grievance

- ⊕ The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment, victimisation etc.
- ⊕ In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

Scope

The policy applies to all learners of ENJO Consultants (Pty) Ltd.

Policy Application

The objects and purposes of the Grievance Procedure will only be achieved if it functions effectively and is properly utilised. Considering the above, ENJO Consultants (Pty) Ltd is committed to ensuring that:

- ⊕ Learners are aware of the opportunity to express grievances.
- ⊕ Learners feel free to express their grievances without the fear of victimisation or intimidation or prejudice to their employment relationship.
- ⊕ Learners are encouraged to use the procedure, but also warned not to abuse it with false grievances.

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- ⊕ Sensitive grievances are dealt with privately, and confidentiality of information is maintained.

Procedures

Identification and Preliminary Investigations

Flowchart FC 1: Grievance Flowchart (Learners and Employees)

- ⊕ Learners must be informed of their rights to lodge a grievance and where the applicable Grievance Application Form can be obtained.
- ⊕ All grievances may be lodged with management/Human Resource Department if the employee or learners feels more comfortable doing so.
- ⊕ Assistance must be offered if necessary, by the director/manager in lodging such a grievance and completing the Grievance Application Form.
- ⊕ The director/manager must consider the nature and type of the grievance lodged and based on this assessment decide as to the best grievance resolution procedure to follow. The mild grievance can be dealt with via the informal investigation route; however, a serious grievance and sensitive grievance requires a formal hearing. The appropriate procedures to follow are discussed below.

The Informal Grievance Investigation

- ⊕ The aggrieved learner's facilitator, or person with whom the grievance has been lodged must ensure the Grievance Application Form has been correctly completed and the grievance is clearly understood.
- ⊕ The director/manager must then discuss the grievance and proposed corrective action with the learner in private. The decision on corrective action, if any, must be detailed on the Grievance Application Form.
- ⊕ The aggrieved learner/learner representative or witness must sign the Grievance Application Form.
- ⊕ If the learner is dissatisfied with the decision, he/she may lodge an appeal within 5 (five) working days of the outcome being received.
- ⊕ If the learner is satisfied with the decisions, the corrective action must be implemented and recorded on the form.

The Formal Grievance Hearing

Prior to the Meeting

- ⊕ A chairperson must be arranged to conduct the grievance hearing.
- ⊕ The learner must be notified of the grievance hearing in writing.
- ⊕ Ensure the aggrieved learner/s receive such notification at least 2 (two) working days before the Grievance Hearing to allow sufficient time to prepare.
- ⊕ If the grievance has been lodged against another party such party must also receive the notification of the hearing and of his/her rights, as well as the grievance/s lodged, at least 2 (two) working days prior to the hearing.
- ⊕ Confidentiality, especially in the case of sensitive grievances need to be maintained.

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The Grievance Hearing Phase One

- ⊕ The chairperson must advise the parties present of the purpose of the hearing and their rights during the hearing.
- ⊕ The aggrieved learner or learner representative must then be given an opportunity to motivate the grievance.
- ⊕ The person against whom the grievance was lodged must be given the opportunity to respond to the grievance.
- ⊕ Both parties may present evidence/ call witnesses to motivate their case. Both parties may also cross question witnesses.
- ⊕ The Hearing may be adjourned at this stage if necessary.

Findings on the Facts

- ⊕ The chairman must now make a finding on a balance of probabilities on the validity of the grievance.
- ⊕ If the grievance is found to be invalid, the findings must be recorded in writing and signed by the aggrieved learner/ learner representative or witness.
- ⊕ The aggrieved learner must also be advised of his/her/their right to appeal within 5 (five) working days of receiving the outcome and of the applicable Application for Appeal Form to complete.
- ⊕ If the grievance is found to be valid, the Grievance Hearing: Phase 2 needs to be conducted.

The Grievance Hearing Phase Two

- ⊕ The chairman must present the finding on the validity of the grievance and permit both the aggrieved learner/s and other party an opportunity to present suggestions for corrective action.
- ⊕ Responses and discussion as to the feasibility of such suggestions must be entertained.
- ⊕ Both parties must be questioned as to whether they are satisfied with the proceedings.

Corrective Action

- ⊕ The chairperson must decide on the most effective and viable corrective action and advise the learner in writing of the decision made on the outcome of Grievance Hearing Form.
- ⊕ The chairperson must ensure that such corrective action is implemented, and that progress is recorded. The learner must also be advised of his/her right to appeal against the decision within 5 (five) working days of receiving the outcome if he/she is dissatisfied.

Documents

FORMS & TEMPLATES F&T 32: GRIEVANCE FORM
Minutes of Grievance Hearing
Grievance Register?

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Disciplinary Code (Learners): P36 and PR36

Purpose

The purpose of this policy is to regulate discipline in the learning environment with the key principle that ENJO Consultants (Pty) Ltd as an education and training service provider should create an environment mutual respect among employees and learners as well as learners themselves.

Definitions

Glossary	Definition
Discipline	is to act in accordance with established rules; accustoming to systematic and regular action; drill; or Subjection to rule; submissiveness to order and control; habit of obedience; or to accustom to regular and systematic action; to bring under control so as to act systematically; to train to act together under orders; to teach subordination to; to form a habit of obedience in; to drill.

Scope

This policy is applicable to all learners registered with ENJO Consultants (Pty) Ltd for any learning programmes.

Policy Application

Disciplined behaviour is essential for the successful achievement of both ENJO Consultants (Pty) Ltd and the learner's objectives. It is the responsibility of the management of ENJO Consultants (Pty) Ltd to maintain disciplined behaviour. For discipline to be maintained fairly, the learners should know what constitutes misconduct and the procedure which will be followed when dealing with misconduct.

The disciplinary code is based on the following principles:

- ⊕ Disciplinary action should be corrective as opposed too punitive, the aim being to bring about a change in the behaviour of trainees who have indulged in undesirable actions, so that such learners adhere willingly, through greater acceptance and understanding, to standards of conduct and performance.
- ⊕ Punitive action should only be taken where prior and adequate corrective action has proved ineffectual or when a first offence is very serious and or in deserving cases.
- ⊕ As far as practicable, similar offences committed under similar circumstances will be treated equally through similar disciplinary action.

Serious Offences

These could be subject to an inquiry, result in action against the learner in the form of dismissal from ENJO Consultants (Pty) Ltd.

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Dishonesty

This could include any of the following:

- ⊕ Theft.
- ⊕ Cheating assessments.
- ⊕ Misuse of Company property for private purpose (which is theft).
- ⊕ Any action that can be construed as dishonesty.
- ⊕ Any attempt to commit any of the above.

Dangerous Actions

These are actions endangering the lives, health and safety of employees, guests, or other learners:

- ⊕ Wilful damage to ENJO Consultants (Pty) Ltd property and/or equipment, the property of other trainees or the property of learners and/or guests.
- ⊕ Flagrant disregard of safety standards.
- ⊕ Fighting, assault or attempted assault.
- ⊕ Refusal to obey legitimate and Lawful instructions given by a member of ENJO Consultants (Pty) Ltd employees.
- ⊕ Persistent misconduct following on two (2) previous written warnings for the same or substantially the same form of misconduct.
- ⊕ Bringing and/ or using drugs on ENJO Consultants (Pty) Ltd premises (excluding prescription drugs).

Other Offences

These usually consist of breaches of general discipline resulting in ordinary disciplinary action.

NB. The list of offenses set out is not exhaustive and serve only as an illustration:

- ⊕ Absence from the training programme without prior notice.
- ⊕ Poor timekeeping.
- ⊕ Being under the influence of liquor or drugs.
- ⊕ Bringing and/ or consuming liquor on the Institute's premises.
- ⊕ Disorderly behaviour on Institute premises.
- ⊕ Being disrespectful towards other guests/learners.

Procedures

Disciplinary Action

Flowchart FC 2: Disciplinary Action

There are three (3) basic methods of disciplinary action which can be taken against learners. To severity these are:

- ⊕ Verbal warning
- ⊕ Dismissal from ENJO Consultants (Pty) Ltd.
- ⊕ Banned from ENJO Consultants (Pty) Ltd

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Verbal Warning

In the case of minor offenses, a lecturer should hold an informal disciplinary inquiry with the trainee, which may result in a verbal warning. A written record of this warning should be kept for six (6) months.

Dismissal from The Learning Programme

When in the management's opinion:

- ⊕ Series of verbal and/or written warning given for minor misconduct have not been affected.
- ⊕ When a learner is alleged to have committed a major misconduct, the training manager must, before taking disciplinary action, hold a formal inquiry.
- ⊕ The learner can join a future group.

Formal Disciplinary Inquiry

The following principles should be observed at that inquiry:

- ⊕ The inquiry should be held as soon as possible after the event, provided that a reasonable time is allowed for the trainee to prepare for his/her defence. (As soon after the incident as possible).
- ⊕ The learner may, if necessary, be suspended prior to, during or pending the outcome of the inquiry.

Conducting A Formal Disciplinary Inquiry

Normally present at the inquiry are:

- ⊕ The chairperson of the inquiry.
- ⊕ The chairperson must not be the complainant.
- ⊕ The accused.
- ⊕ A learner representative unless the accused does not require representation.
- ⊕ The representative should be a fellow learner and no legal representation is allowed.
- ⊕ Interpreter (if necessary).
- ⊕ The complainant.

At the start of the inquiry the chairperson should read out and explain the misconduct under inquiry. The chairperson should ask the accused if she/he understands the complainant and if so whether he/she pleads guilty or not guilty

The learner's rights at the inquiry are to:

- ⊕ Have an interpreter, if requested.
- ⊕ Have representation by a fellow trainee of his/her own choice, if requested.
- ⊕ Can confer with representative, at reasonable times before, during and after the inquiry.
- ⊕ Question the complainant and witnesses during the inquiry, either himself/herself (he/or through his representative.
- ⊕ Give evidence himself/herself (he/she cannot be compelled to do so) to call witnesses to give evidence and to argue either himself/herself or through his/her representative on the question of whether the misconduct occurred.
- ⊕ Give evidence himself/herself to call witnesses to give evidence and to argue either himself/herself or through his/her representative in mitigation of disciplinary action.

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Outcome of Inquiry

After hearing all sides of the case, the chairperson must decide whether the alleged misconduct was committed or not and if so, on the action to be taken. The action taken should be in line with this Disciplinary Code and Procedures and thus with previous decisions involving the same or substantially the same circumstances.

The outcome of the inquiry may include:

- ⊕ Exoneration.
- ⊕ A verbal warning.
- ⊕ A removal from the learning programme.
- ⊕ Banned from ENJO Consultants (Pty) Ltd.

The learner will be allowed an opportunity to mitigate on the severity of the penalty.

Minutes of the Meeting

The minutes of the disciplinary meeting should be a comprehensive document that reflects:

- ⊕ The date and time of the meeting.
- ⊕ Attendees at the meeting and their roles.
- ⊕ A detailed description of the procedure followed.
- ⊕ Comprehensive details on the accusation.
- ⊕ Comprehensive details on the defence of the accused.
- ⊕ Supportive evidence.
- ⊕ Final Outcome.
- ⊕ Signatures of the chairperson, the secretary, the accused, and the complainant.

A copy of the minutes, plus all relevant documentation need to be kept in the employee's personal file.

Note: A recording of the meeting can be made should all parties agree to this in writing.

Right of Appeal

The learner has the right to appeal against a dismissal to the next level of management above that of the chairperson, such appeal to be lodged within three (3) working days of the decision to dismiss. The appeal must be lodged in writing.

Grounds for appeal may include:

- ⊕ Incorrect procedure followed.
- ⊕ New evidence that existed at the time of the misconduct.

Documents

Notice of Disciplinary?

Minutes of Meeting?

Disciplinary form

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ENJO Consultants (Pty) Ltd	REFERENCE:	P37 & PR37
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Management of OFF Site and On-Site Learning Policy	EFFECTIVE DATE:	03 March 2020
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Compiled by QMR	Authorized by HOD	Reviews by QMR

Management of Off-Site and On-Site Learning Policy: P37 and PR37

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15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Management of Off-Site and On-Site Learning Policy: P37 and PR37

Introduction

ENJO Consultants (Pty) Ltd will ensure that human and physical factors of the work environment/workplace are identified and managed, e.g.

Human factors:

- ⊕ work methods.
- ⊕ safety regulations.
- ⊕ Ergonomics.

Physical factors:

- ⊕ heat, noise, light.
- ⊕ hygiene and cleanliness.
- ⊕ pollution.

ENJO Consultants (Pty) Ltd will ensure that all contracts with Work site/Workplace Providers being utilised by ENJO Consultants (Pty) Ltd learners or personnel, will have Safety and Health requirements included.

Work Site/Work Place (or Off Site practical) components form part of ENJO Consultants (Pty) Ltd Learning Programme Delivery, for some Learning Programmes, and in order to ensure the Quality and Validity of the Work Site/Work Place Learning experience ENJO Consultants (Pty) Ltd will implement a procedure which includes the following:

- ⊕ Pre-contract award Evaluation of the Management and Technical Resources and capability of all Work site/Workplace Providers utilised by ENJO Consultants (Pty) Ltd.
- ⊕ Written Contracts with all Work Site/Workplace Providers, which detail ENJO Consultants (Pty) Ltd Quality and Technical requirements.
- ⊕ Periodic Work Site/Workplace visits by ENJO Consultants (Pty) Ltd Quality Controllers to verify the continued quality and validity of services.
- ⊕ The establishment and maintenance of effective communications with all Worksite/Workplace providers.
- ⊕ Management of Worksite/Workplace assessment where more than one Provider is involved.
- ⊕ Maintenance of records to verify above, has been successfully implemented.
- ⊕ ENJO Consultants (Pty) Ltd will give written guarantees that the rights of employees are always respected and safeguarded when completing Work Site (or Off Site practical)/Work.

Purpose

The purpose of this policy is to describe practices applied by ENJO Consultants (Pty) Ltd to manage off-site practical or work-site components of learning.

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Definitions

Glossary	Definition
Onsite learning	is provision of classroom based or contact learning at the premises of the education and training service provider.
Offsite learning	is provision of work-based learning or delivery of distance learning away from the normal premises used by the education and training service provider.

Scope

The scope of this policy covers the management of off-site practical or work-site components of learning which does not happen under the direct management of ENJO Consultants (Pty) Ltd.

Policy Application

Management of Off-Site or On-Site Learning

Learning programme delivery may entail theoretical on-site as well as practical or experiential off-site or work-site learning. There is therefore a need for a well-directed coordinated and well-managed process of managing off-site or work-site learning.

Off-Site or Worksite Working Learning Agreement

A learner must enter into a learning agreement which must include the following:

- ⊕ Learner details.
- ⊕ Training Provider details.
- ⊕ Employer details.
- ⊕ Coach and mentor details.
- ⊕ Assessor details.
- ⊕ Learning programme details.
- ⊕ Learner understanding of learning and assessment process, appeals rights, and access to ENJO Consultants (Pty) Ltd requirements.

Company requirements must be communicated to the learner including the environment where learning and assessment will be conducted.

Arrangements should be made and communicated to learners on the following issues:

- ⊕ Needs for people with physical disabilities.
- ⊕ Work shifts.
- ⊕ Communication difficulties.
- ⊕ Mentoring and coaching.
- ⊕ Working conditions.
- ⊕ Occupational health and safety.

Learners are required to keep a log of the experiential or practical tasks performed in the workplace. Learners may do several of the practical or experiential tasks on any day even simultaneously. These tasks should be completed as assigned by the Experiential or Workplace Facilitator/Mentor/Coach or Assessor. The Workplace or experiential Facilitator/Assessor should check the logged activities recorded by the learner. Regular

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feedback must be given to the learner and on-the –job coaching, or mentoring should be conducted as when required.

If the Workplace or Experiential Facilitators/Assessor is satisfied with the experiential or workplace skills demonstrated, comments must be provided in the feedback section and the log must then be signed off. If the Workplace or Experiential Facilitators/Assessor is not satisfied with the experiential or workplace skills demonstrated and sign off the log indication should be provided on action to be taken to correct the gaps identified.

Off-Site or Worksite Learning Assessment

The workplace assessment of unit standards should be as streamlined and user-friendly as possible for assessors, learners and moderators while remaining true to the letter and spirit of the relevant regulations. Workplace assessment is the workplace equivalent of practices in educational institutions whereby competence is evaluated, and based on which qualifications are awarded.

It is imperative to recognise the centrality of workplace assessment and seek to promote its effective implementation.

Assessment must be conducted by competent and qualified assessor who must meet the following criteria:

- ⊕ Must have been credited against the unit standards “Conduct outcome-based assessments, level 5, 15 credits, NLRD ID Number 115753”.
- ⊕ Registered as an assessor with the relevant ETQA.
- ⊕ Have experience as an assessor.
- ⊕ Must have subject matter expertise in the area where assessment is to be conducted.

Moderation must be conducted by competent and qualified assessor who must meet the following criteria:

- ⊕ Must have been credited against the unit standard “Conduct moderation of outcome-based assessments, level 6, 10 credits, NLRD ID Number 115755.
- ⊕ Must have been credited against the unit standards “Conduct outcome-based assessments, level 5, 15 credits, NLRD ID Number 115753”.
- ⊕ Registered as an assessor with the relevant ETQA.
- ⊕ Must have experience as an assessor.

Monitoring Off-Site or Work-Site Learning

Monitoring should be viewed as a process to improve quality of provision for workplace related learning. The Training Manager will appoint internal and external monitors at its discretion that will carry out the monitoring of learning conducted at workplaces or off-site as well as on-site. Monitoring of on-site theoretical learning and off-site practical or experiential learning will be conducted once a month. Monitoring officers will conduct monitoring using approved monitoring tools. Feedback from a monitoring process should include recommendations that will assist enhancement of quality improvement within ENJO Consultants (Pty) Ltd.

Monitoring should be conducted ethically in line with the principles of the NQF on assessment which include among other issues the following:

- ⊕ Fairness.
- ⊕ Validity.
- ⊕ Authenticity.

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- ⊕ Credibility.
- ⊕ Transparency.
- ⊕ Reliability.

Documents

Learner training agreement – workplace
Workplace Monitoring plan
Workplace Monitoring Tool
Logbook

Related Policies

Workplace support mechanisms Policy P38 and PR 38
Workplace learner support Mechanisms P39 and PR39
Assessment Policy P41 and PR41
Re-assessment Policy P46 and PR46
Appeal Policy P47 and PR47
Moderation Policy P48 and PR48

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Workplace Support Mechanisms Policy: P38 and PR38

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Workplace Support Mechanisms Policy: P38 and PR38

Purpose

The policy will ensure that the Workplace Support Mechanisms are in place. This policy describes the aspects to keep in mind to ensure support in the workplace.

Policy

A workplace agreement will be drawn up between the employer and the training provider. This agreement will address at least the following:

- ⊕ The names and contact numbers of the employer and ENJO Consultants (Pty) Ltd
- ⊕ The name/s of the learners.
- ⊕ The learning programmes.
- ⊕ The duration of the agreement.
- ⊕ The training services to be rendered by the training provider.

Obligations of the training provider would include provision of:

- ⊕ Training material.
- ⊕ Suitably qualified facilitators and assessors.
- ⊕ A training and assessment plan.
- ⊕ Orientation of learners and other workplace role players.
- ⊕ A safe and accessible training environment which is conducive to learning.
- ⊕ Guidelines for workplace learning and assessment.
- ⊕ Regular feedback on learner progress.

Obligations of the employer/ workplace is to ensure that:

- ⊕ The relevant workstation is available for the learner to gain practical experience related to the learning.
- ⊕ The relevant serviceable PPE is available for the learner to use (if applicable).
- ⊕ The learner has access to relevant documents, policies and procedures that will assist in the completion of practical tasks.
- ⊕ A mentor or coach (who can also be a supervisor) is available to assist and guide the learner in the workplace and prepare him/her for assessment.
- ⊕ The learner completes tasks assigned to him/her under the guidance of the mentors/coaches and tutors.
- ⊕ The learner keeps a logbook reflecting the practical work completed in the workplace.
- ⊕ Release the learner for training and assessment.
- ⊕ Regular feedback on the learner progress in the workplace is provided to the training provider.

The agreement should be clear and detailed and should be signed by all parties involved.

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Coaching and Orientation Guidance

The learners will attend an orientation session as described in the Orientation Policy P32 and PR32. Below are some of the matters that will be discussed:

- ⊕ The PoE.
- ⊕ The roles and responsibilities of the ENJO Consultants (Pty) Ltd facilitators and assessors.
- ⊕ The role of the on-site coaches and mentors who will ensure that the necessary guidance and support that is required will be supplied.
- ⊕ The role and responsibilities of the learner.
- ⊕ The work environment.
- ⊕ The availability of the mentors/coaches/tutors and assessors throughout the learning intervention.

Workplace Feedback

- ⊕ Feedback on their progress will be given to the learners on an ongoing basis in the workplace.
- ⊕ The coaches/mentors and assessors will be expected to complete/sign off the workplace evidence during the process. This evidence will be submitted in the PoE for assessment.
- ⊕ The evidence can include observation checklists; completed tasks; logbooks, etc.
- ⊕ The employer will also be requested to submit a report on the progress of the learner.

Procedure

The procedure will include the following steps:

- ⊕ Planning and Preparation.
- ⊕ Implementation.
- ⊕ Feedback.
- ⊕ Review

Planning and Preparation

During this phase, the training provider and employer/workplace will meet and discuss the way forward.

A workplace training agreement will be drawn up that addresses:

- ⊕ Services required.
- ⊕ Roles and responsibilities of all parties.
- ⊕ Required resources, both physical and human.
- ⊕ Training and assessment plan.
- ⊕ Timelines.

Implementation

- ⊕ An orientation session that involves all role players will be scheduled. During this session all roles, responsibilities and expectations will be discussed and signed.
- ⊕ Worksite training will be conducted in line with the predetermined plan.
- ⊕ ENJO Consultants (Pty) Ltd facilitator and assessor will work together with the workplace mentor/coach/tutor and supervisor to guide and support the learner throughout the learning intervention.

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Feedback

- ⊕ Facilitator, assessor, mentor/coach/tutor to give feedback to the learner, as well as the training provider and employer.
- ⊕ The training provider and the employer to give each other feedback on the learner's progress in the learning programme, the assessment and performance in the workplace.

Review

During the Review process the Training Manager of ENJO Consultants (Pty) Ltd compiles a review report that is based on the feedback received from all relevant parties.

Documentation

The following documentation is required for implementation of this Procedure:

FORMS & TEMPLATES F&T 5: TRAINING AGREEMENT TEMPLATE
FORMS & TEMPLATES F&T 61: CODE OF CONDUCT FOR ASSESSOR/MODERATOR
Orientation checklist?
Training and assessment plan/schedule
Assessment plan;
Declaration;
Logbook;
PoE
Feedback reports
Review

Related Policies

Orientation Policy P32 and PR32
Learner Support Policy P33 and PR33
Assessment Policy P41 and PR41
Re-assessment Policy 46 and PR46
Appeals Policy P47 and PR47

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Workplace Learner Support Mechanisms Policy: P39 and PR39

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Workplace Learner Support Mechanisms Policy: P39 and PR39

Purpose

This policy will ensure that the learners are aware of what is expected of them when attending the programmes as well aspects that could arise in the workplace.

Policy

This policy will include aspects relating to workplace uniforms, workplace protective clothing, workplace attendance register, workplace mentors, assessors, and tutors as well as feedback from by the mentor, assessor, facilitator etc. The facilitator/assessor who will be the mentor of the learner for the duration of the learning intervention will discuss the following aspects with the learner. These aspects would be discussed during an orientation session.

Training and Workplace Uniform

In situations where the learner is required to wear the relevant uniform of the client when on- site, and/ or off -site, this needs to be discussed with the learner. Learners need to be made aware that:

- ⊕ The uniform is the identifying aspects of the learner and the learners' company.
- ⊕ Learners are to ensure that the uniforms are worn correctly and are clean and fitting correctly.

Training and Workplace Protective Clothing

In cases where learners must wear PPE to perform their duties in the workplace, the learner:

- ⊕ Will be informed that they are to ensure that they receive the relevant protective clothing for the correct function of the work that they will be doing.
- ⊕ Will be required to attach proof of receiving the relevant PPE from their company in their PoE.
- ⊕ Needs to bear in mind that depending on the company and their function, styles and manufactures will differ.
- ⊕ Needs to be informed that the maintenance and care of the PPE would be their responsibility.

Training and Workplace Attendance Register

To keep track of the notional hours required for the programme, an accurate register needs to be kept. See attached copy of register that would be used for classroom as well as the workplace.

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Workplace Mentors, Assessors and Tutors

A mentor/assessor will be allocated to the learners in the workplace to ensure that learners have a contact person should they require assistance. The mentors

- ⊕ Would be responsible to guide the learner through any difficulties relating to what they have learnt in the training environment as well as to guide them with regards to the workplace evidence.
- ⊕ Will be given a copy of the relevant feedback document which would be required to prove workplace competence.
- ⊕ And the observer will sign off in the relevant places in the PoE confirming that workplace activities have been completed competently.

The assessor must verify that workplace functions have been completed in the PoE.

Documentation

The following documentation is required for implementation of this Procedure:

Forms & Templates F&T 4: Workplace Attendance Register
Workplace orientation checklist?
Training and assessment plan/schedule
Assessment plan;
Declaration;
Logbook;
PoE
Feedback reports
Review

Related Policies

Orientation Policy P32 and PR32
Learner Support Policy P33 and PR33
Workplace support mechanisms Policy P38 and PR38
Assessment Policy P41 and PR41
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47

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Assessment and Moderation Policies

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Development of Assessments Policy: P40 and PR40

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7 Oct 2016	John Sandys	Mr		V01
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Development of Assessments Policy: P40 and PR40

Purpose

The purpose of this policy is to ensure that all assessments activities developed for ENJO Consultants (Pty) Ltd are fair, valid, and credible in line with good principles of assessments.

Definitions

Glossary	Definition
Assessment	means the process of collecting evidence of learners' work to measure and make judgments about the achievement or non-achievement of specified National Qualifications Framework standards and/or qualifications.
Diagnostic assessment	is used to identify and address skills gaps before and during the learning.
Formative assessment	takes place during the process of delivery of a learning programme. Formative assessment activities are done in the form of learner activities and exercises and are aimed at preparing the learner for the summative assessment.
Summative assessment	is the final assessment against a national Unit Standard and/or Module and/or qualification to determine whether the learner has achieved integrated competence. This assessment is the final judgment about competence.
Integrated assessment	requires the learner to demonstrate applied competence and uses a range of formative and summative assessment methods.

Scope

This policy is applicable to all designers of assessment plans, assessment activities and assessment guides on full-time, contract or temporary employment with ENJO Consultants (Pty) Ltd.

Policy Application

The two (2) main assessment design commitments in relation to moderation can be summarised as follows:

- ⊕ The assessment design is principled, prompt, and systematic.
- ⊕ Assessment activities and instruments are designed in relation to the moderation of the assessment instruments and assessment process.

Principles of Assessment

The design of the assessment instruments should be guided by the principles of assessment:

- ⊕ Fairness.
- ⊕ Validity.
- ⊕ Reliability.
- ⊕ Practicability.

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Fairness

An assessment should not in any way hinder or advantage a learner. Unfairness could relate to:

- ⊕ Irregularities, such as cheating, threats or bribery.
- ⊕ Unequal opportunities or resources.
- ⊕ Biased assessment (e.g. In relation to ethnicity, gender, age, disability, social class, language).
- ⊕ Ambiguous or unclear assessment instructions.

The designer thus needs to ensure that the assessment methods and instruments ensure fairness.

Validity

A valid assessment measures what it claims to measure. To achieve validity in the assessment, assessors should:

- ⊕ State clearly what outcome(s) is/are being assessed.
- ⊕ Use an appropriate assessment method.
- ⊕ Ensure that the evidence is real and up to date, and that there is enough evidence to show competence.

The designer and developer of the assessment instruments should thus ensure that the assessment methods and instruments measure the performance stated in the outcomes.

Reliability

Reliability in assessment is about consistency. Consistency means that comparable judgments are made in the same (or similar) contexts each time an assessment for specified intentions is administered. Assessment judgements should also be comparable between different assessors. Assessment results should not be perceived to have been influenced by variables such as:

- ⊕ Assessor bias.
- ⊕ Different assessors interpreting the standards or qualifications inconsistently.
- ⊕ Different assessors applying different standards.
- ⊕ Assessor stress and fatigue.
- ⊕ Assessor assumptions about the learner, based on previous performance.

Practicability

Finally, the principle of practicality should be borne in mind. Assessment should be designed to be as effective as possible in the context of what is feasible and efficient in a learning programme or RPL process. Practical considerations mean considering factors such as financial resources, facilities, equipment, and time. Assessments must be developed in such a manner that cost effectiveness is ensured.

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Portfolio of Evidence (PoE)

The ENJO Consultants (Pty) Ltd Portfolio for skills programmes and modules is divided into different sections that contain assessment related documents required by the ETQA. The PoE will have a generic format that contains the following:

- ⊕ Overview – Background information.
- ⊕ Section 1 – Administrative Documents.
- ⊕ Section 2 – Assessment Planning and Preparation Documents.
- ⊕ Section 3 – Formative Assessment Activities.
- ⊕ Section 4 – Summative Assessment – Knowledge Questionnaire.
- ⊕ Section 5 – Summative Workplace Assessment.
- ⊕ Section 6 – ENJO Consultants (Pty) Ltd Assessment feedback.
- ⊕ Section 7 to 10 – Additional evidence, references, etc.

Overview

Background information on Outcomes Based Assessment, SAQA and the NQF:

This section is an introduction and will be contained in all Portfolios of evidence. It will provide information relating to:

- ⊕ SAQA.
- ⊕ The NQF.
- ⊕ Principles of assessment.
- ⊕ Types of assessment.
- ⊕ Different assessment methods.
- ⊕ Outcomes.
- ⊕ Assessment criteria.
- ⊕ Required evidence.
- ⊕ RPL assessment.
- ⊕ Right to appeal.
- ⊕ Roles and responsibilities of the candidate, the assessor, and the moderator.

Section 1: - Administration Documents

This section has a generic format and contains:

- ⊕ National learner record database (NLRD) form.
- ⊕ Candidate ID.
- ⊕ Candidate CV.
- ⊕ Candidate qualifications.
- ⊕ Declaration of authenticity.
- ⊕ ENJO Consultants (Pty) Ltd Code of Conduct.
- ⊕ ENJO Consultants (Pty) Ltd POPI Act.

Section 2: - Assessment Planning and Preparation Documents

- ⊕ Assessment preparation meeting minutes.
- ⊕ Assessment plan.
- ⊕ Learner Declaration.
- ⊕ Assessor Declaration.

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- ⊕ RPL evidence requirements.

Section 3 – Formative Assessment Activities

This section will contain all the formative assessment activities, e.g. individual activities, group activities, role plays, simulations, etc. covering all the outcomes – knowledge, skills and CCFOs and related criteria. The section thus contains:

- ⊕ Formative assessment instruments.
- ⊕ Learner evidence.

Section 4 – Summative Assessment: Knowledge Questionnaire

The knowledge questionnaire should assess knowledge, understanding and application. Depending on the programme, it could be open book or closed book. The section contains:

- ⊕ Summative assessment instruments (covering the knowledge outcomes and EEK).
- ⊕ Learner evidence.

Section 5 – Summative Workplace Assessment

This section integrates the outcomes and assessment criteria of the unit standard/s. The main purpose is to assess knowledge and skills applied in the workplace. It thus contains the:

- ⊕ Summative assessment instruments covering all the outcomes – knowledge, skills and CCFOs and related criteria.
- ⊕ Learner evidence.

Section 6 - Assessment Feedback Documents

Section 6 contains the assessment feedback documents from the assessor to the learner as well as feedback from the learner to the assessor. Documents in this section include:

- ⊕ Evidence Checklist.
- ⊕ Assessment report on learner performance.
- ⊕ Feedback from the candidate.
- ⊕ Appeal form.

The outcomes being assessed:

- ⊕ A copy of the unit standard.
- ⊕ An analysis of the specific outcomes, assessment criteria, critical cross-field outcomes and essential embedded knowledge.

Section 7 – 10: Additional Evidence

The content of this section depends entirely on the specific programme.

Assessment Review

The PoE does not contain a copy of the assessment review as the assessor completes one review per batch of assessments. These reviews are completed and submitted electronically after assessment.

- ⊕ Assessment Review.

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Portfolio of Evidence (PoE) RPL

The RPL Portfolio of Evidence will differ from the normal Portfolio in the following sections:

- ⊕ Overview: - Background information.
- ⊕ Assessment planning and preparation.
- ⊕ RPL portfolio will not contain any formative assessments.
- ⊕ RPL portfolio should contain the Summative Knowledge Questionnaire.
- ⊕ The Summative Workplace assessment will differ from a normal portfolio in the sense that it will contain the candidate's evidence for RPL measured against an assessment RPL Evidence grid that contains the outcomes and assessment criteria. It will also contain the normal Summative Workplace Assessment activities for cases where the RPL assessment evidence does not meet all the SOs and ACs.

Overview: Background information on Outcomes Based Assessment, SAQA and the NQF:

It will contain the same information as the normal PoE, but it will focus more on RPL assessment, the process, role players, their roles, and responsibilities.

Assessment planning and preparation

It will contain the normal preparation documents, but the focus would be on RPL.

- ⊕ Assessment preparation meeting documents with specific reference to RPL.
- ⊕ Assessment plan.
- ⊕ Candidate Declaration.
- ⊕ Assessor Declaration.

Assessment Documents

The RPL portfolio does not contain any formative assessment activities, only the summative knowledge questionnaire and the summative workplace activities:

- ⊕ Summative assessment instruments (covering the outcomes - knowledge, skills and CCFO's).
 - Summative knowledge questionnaire, covering the knowledge aspect.
 - Summative workplace assessment containing: RPL Evidence Alignment matrix, the candidate RPL evidence and workplace activities.

Portfolio of Evidence (PoE) CAT

Credit accumulation and transfer normally happens when the learner has already obtained the unit standard or qualification and wants to transfer the credits or obtain exemption. They will not have to redo the learning programme and just must provide an academic transcript or statement of results (SoR) in a portfolio. The portfolio of Evidence for Credit Accumulation and Transfer (CAT) contains only three sections, namely:

- ⊕ Administration.
- ⊕ Assessment Planning and Preparation.
- ⊕ Assessor Feedback.

The content of these three sections closely resemble the format of the RPL portfolio of evidence but relate to CAT.

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Assessment Guide

The assessment guide is designed in the same format of the Portfolio of Evidence. It does however contain the following guidelines for assessors:

- ⊕ How to apply the process.
- ⊕ How to assist the candidate to complete the administration documents.
- ⊕ How to prepare the candidate for assessment during the pre-assessment meeting.
- ⊕ How to conduct the formative and summative assessments.
- ⊕ How to use the assessment instruments.
- ⊕ How to judge the evidence against the principles of assessment evidence.
- ⊕ How to make an assessment judgement of competence.
- ⊕ How to give and receive feedback.
- ⊕ How to review the assessment.
- ⊕ Model answers to knowledge questions in both formative and summative assessments.
- ⊕ Expected performance of candidates in practical activities.

Assessment Plan

- ⊕ To be done for all major formative assessments.
- ⊕ To be done for all summative assessments.
- ⊕ Must contain information regarding.
- ⊕ The learning information to be assessed.
 - The assessor's name.
 - The learners to be assessed.
 - The venue, date, and time of assessment.
 - The assessment tools to be used.
 - If applicable the moderator's name.
 - To be signed by all parties involved.
 - Should be given within an acceptable time period.

Pre-Assessment Meeting Agenda

For Assessments to be a fair and transparent process; the Assessor/Facilitator will hold a pre-assessment briefing meeting with the learner to detail the requirements of the assessment. The assessment briefing will be based on the learner assessment guide to ensure that there are no contradictions and to ensure that the process is linked to a bigger picture.

During the briefing, the Assessor/Facilitator will discuss with the learner the assessment process, assessment plan, appeals policy and procedure, details of assessment including time, venue, date, criteria, evidence requirements and how the assessment will be judged.

The Agenda:

- ⊕ Should state the venue, date, and time of meeting.
- ⊕ Should be signed by all parties involved.
- ⊕ Should state information regarding the assessment content, the assessment procedure, and the appeals procedure.

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Pre-Assessment Meeting Minutes

The Assessment Guide contains a copy of the briefing documentation that needs to be discussed with the learners. The pre-assessment meeting minutes and assessment plan will be completed and authenticated with signatures and dates the relevant section of the Portfolio of Evidence.

The minutes:

- ⊕ Should cover everything that was discussed during the pre-assessment meeting as prescribed by the ETQA.
- ⊕ Should be signed and dated by all parties involved.

Assessment Documents

The Assessment requirements are governed by the Training Provider's Quality Management Systems as approved during accreditation. The assessment guide contains the administrative section and guidelines on how to complete and submit the evidence. This component includes:

- ⊕ Administrative Documents.
- ⊕ Assessment Planning and Preparation Documents.
- ⊕ Formative Assessment Activities.
- ⊕ Summative Assessment – Knowledge Questionnaire.
- ⊕ Summative Workplace Assessment.
- ⊕ ENJO Consultants (Pty) Ltd Assessment feedback.
- ⊕ Assessment Review.

The Training Provider is therefore required to produce evidence during external moderation of how these records are kept and maintained.

Learner Feedback on Assessment

ENJO Consultants (Pty) Ltd undertakes to collect evidence and feedback from the learners on the assessment instruments, methods, process etc. and how it could be improved for quality purposes. The Assessment Guide contains a copy of the Learner Feedback documents and instructions relating to its use.

Assessor Feedback on Assessment

The Assessor will provide feedback to the learner on his or her performance and the next step will be determined and explained to the learner. The Assessment Guide contains the assessment feedback document and guidelines on its use.

Assessor Review of Assessment

Assessors review the assessment process and make recommendations for improvement in the Assessor Review Report. Assessors will analyse the results to determine the appropriateness of the learning material, facilitation methodologies, and programme design and assessment strategy. The Assessment Guide contains the Assessment Review Template and guidelines on its use.

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The review process will be recorded, and evidence supplied to the external moderator during External Moderation and or Verification.

Assessment Process

Designers and developers of assessment plans and instruments thus need to understand the assessment process thoroughly and ensure that the designed assessment instruments cover the complete process.

Pre-Assessment

- ⊕ Assessments will be completed as per assessment plan.
- ⊕ Learners will be given a copy of the unit standard against which they will be assessed.
- ⊕ The assessment process will be discussed as documented in the PoE.
- ⊕ Learners will complete and sign the pre-assessment meeting minutes in the PoE.
- ⊕ Learners will sign the declaration of authenticity in the PoE.

Information such as:

- ⊕ Where the assessment will take place.
- ⊕ When the assessment will take place.
- ⊕ Who will be involve with the assessment?
- ⊕ What will be assessed?
- ⊕ Learners will be notified that assessments will be done in Black ink and re-assessments will be in blue pen.

Learners will be notified that assessments will be assessed with pink pen and re-assessments will be done in orange pen.

During Assessment

- ⊕ All learners will receive their own PoE to complete.
- ⊕ All activities in the PoE are to be completed.

After Assessment

- ⊕ Feedback will be given to the learners confidentially; this will be given in the form of an electronic feedback report supported by the written feedback in the PoE.
- ⊕ Learners and assessor are to sign the feedback.
- ⊕ In the case of learner being competent the PoE will be submitted for moderation.

In the event that the learner is **not yet competent** then the following steps will be followed:

Re-Assessment

- ⊕ A remediation request will be sent to the candidate via e-mail. This request will highlight the areas in which remediation is required and could be supported by scanned copies of the activities to be remediated.
- ⊕ It will be explained to the learners that they have another 2 attempts for assessment.

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- ⊕ Should the learner still be not yet competent after the second attempt then the learner will need to re-do the learning programme.
- ⊕ The learner will be advised by means of coaching as to what would be required for remediation.
- ⊕ Once the learner has agreed upon as to when the assessment will take place a re-assessment will be done.
- ⊕ Feedback will be given once in the form of written feedback.

Procedures

The following procedures are adhered to in the design of the assessment to ensure that it is consistent with our policy:

- ⊕ A decision is taken as to whether there is the capacity within ENJO Consultants (Pty) Ltd to design the assessment plan and instruments required for a programme, or whether this should be purchased from a credible provider.
- ⊕ Where assessment is purchased, this will be in line with procurement policies. Quality checks will be put in place to ensure that the assessment plan and instruments are consistent with our company's policies.

Where the assessment plan and instruments are designed in-house, this will involve the following steps:

- ⊕ A team will be created consisting of both subject matter and assessment experts.
- ⊕ The team will analyse the unit standard(s) or qualification and decide broadly on the components of an assessment plan as per ETQA requirements.
- ⊕ The individuals with subject matter expertise will then indicate what evidence is required to ensure that the assessment instrument and process will enable the assessor to make a valid and reliable assessment judgment.
- ⊕ Those individuals with assessment expertise will then draft a plan and instruments.
- ⊕ They will use the unit standard or qualification and draft a Portfolio of Evidence template to be used by learners for the collection of their evidence to be assessed against the outcomes and criteria.
- ⊕ An Assessment guide that guides assessors through the assessment process and contains the model answers to knowledge questions and expected performance against the criteria of skills outcomes.
- ⊕ There will then be a collective process of evaluating and adapting the plan and instruments before they are piloted.
- ⊕ The plan and instruments will be moderated before the pilot.
- ⊕ Feedback will be given to the team after the pilot and the plan and instruments will be reviewed.
- ⊕ All new instruments are moderated. This is the responsibility of the provider.
- ⊕ All instruments and overall assessment plans are reviewed annually and if there are changes these are moderated.

Assessments and assessment instruments are reviewed on a regular basis. However, ENJO Consultants (Pty) Ltd has some specific policies in addition to the routine processes:

- ⊕ There is a pre-course assessment which is used to place learners appropriately and to help determine and provide what learners actually need. Where a pre-course assessment process reveals that an individual may require additional academic support, then this can be accommodated in the programme. The assessment designers need to be aware of this and may be required to adapt assessment plans and instruments to incorporate this process.
- ⊕ There are on-going formative assessments throughout the programme. These are used to identify learners' strengths and weaknesses (and strengths and weaknesses of the programme) and to address them through appropriate parts of the programme (which may need to be adapted for this

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purpose). They employ a variety of methods. These formative assessment activities need to be designed by the designers.

- ⊕ There are summative assessments at specified points during the programme.
- ⊕ There is at least one integrative summative assessment near the end of the programme, which assesses applied competence and relates to the purpose of the qualification or unit standard(s) being assessed. This requires the designers to analyse the qualification or unit standard(s) to determine the outcomes that can be clustered together into integrative summative assessments.
- ⊕ Evidence of competence from other sources (e.g. statements from the coach, supervisor, or other appropriate witnesses) is used to support the evidence of competence gained from the summative assessments. If the summative assessment results are inconclusive, this other evidence is used to determine the learner's competence.
- ⊕ Learners are prepared for assessment and given feedback as part of the assessment process. They understand the right to appeal and how to access it. Our learners are taken through all the relevant information at the beginning of each programme, given an opportunity to discuss anything that is unclear, and then asked to sign a statement agreeing that they understand the assessment process. This needs to be reflected in all assessment documents.
- ⊕ We review the assessment processes and instruments that we have used and ensure that these are moderated where new instruments are introduced, or changes are made.

Documents Required

Unit Standard/s
Design Brief
Assessment alignment matrix
Generic Template for Learner Guide
Generic Template for PoE
Generic Template for Assessment and Moderator Guide
National learner record database (NLRD) form
Pre-assessment Meeting Minutes
Assessment plan template
Declaration – Learner
Declaration – Assessor
Evidence checklist
Assessment feedback template
Learner assessment feedback
Appeals form
Assessment Review Report Template

Related Policies

Assessment Policy P41 and PR41
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47
Moderation Policy P48 and PR48

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POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Assessment Policy	EFFECTIVE DATE:	03 March 2020
	REVISION DATE:	01 March 2021
Compiled by QMR	Authorized by HOD	Reviews by QMR

Assessment Policy: P41 and PR41

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
4 March 2019	John Sandys	Mr		V03
3 March 2020	John Sandys	Mr		V04

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Assessment Policy: P41 and PR41

Purpose

The purpose of this policy is to ensure that all learner assessments activities conducted at ENJO Consultants (Pty) Ltd are fair, valid, and credible in line with good principles of assessments.

Definitions

Glossary	Definition
Assessment	means the process of collecting evidence of learners' work to measure and make judgments about the achievement or non-achievement of specified National Qualifications Framework standards and/or qualifications.

Scope

This policy is applicable to all registered assessors on full-time, contract or temporary employment with ENJO Consultants (Pty) Ltd.

Policy Application

The two (2) main commitments in relation to assessment can be summarised as follows:

- ⊕ The assessment system is principled, prompt, and systematic.
- ⊕ Assessment activities are undertaken in relation to the design of the instruments as well as the moderation of the assessment process.

Principles of Assessment

Fairness

An assessment should not in any way hinder or advantage a learner. Unfairness could relate to:

- ⊕ Irregularities, such as cheating, threats or bribery.
- ⊕ Unequal opportunities or resources.
- ⊕ Biased assessment (e.g. In relation to ethnicity, gender, age, disability, social class, Language).
- ⊕ Ambiguous or unclear assessment instructions.

Validity

A valid assessment measures what it claims to measure. To achieve validity in the assessment, assessors should:

- ⊕ State clearly what outcome(s) is/are being assessed.
- ⊕ Use an appropriate assessment method.
- ⊕ Ensure that the evidence is real and up to date, and that there is enough evidence to show competence.

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Reliability

Reliability in assessment is about consistency. Consistency means that comparable judgments are made in the same (or similar) contexts each time an assessment for specified intentions is administered.

Assessment judgements should also be comparable between different assessors. Assessment results should not be perceived to have been influenced by variables such as:

- ⊕ Assessor bias.
- ⊕ Different assessors interpreting the standards or qualifications inconsistently.
- ⊕ Different assessors applying different standards.
- ⊕ Assessor stress and fatigue.
- ⊕ Assessor assumptions about the learner, based on previous performance.

Practicality

Finally, the principle of practicality should be borne in mind. Assessment should be designed to be as effective as possible in the context of what is feasible and efficient in a learning programme or RPL process. Practical considerations mean considering factors such as financial resources, facilities, equipment, people and time.

Assessment Process

Please refer to the following Flow Charts

Flowchart FC AP1: Assessment Process

Flowchart FC AP2: Assessment and certification process

Flowchart FC AP3: Assessment Process with Evidence

The assessment process follows the process implicit in the unit standard “Conduct Assessment of Learning Outcomes” (115753):

- ⊕ The assessor prepares everything for the assessment.
- ⊕ The learners are prepared for the assessment by the facilitator/assessor during the training or electronically in the case of a distance learner.
- ⊕ The assessment is conducted, and the outcomes and evidence are recorded.
- ⊕ The learners are given general feedback as appropriate for formative assessments during training.
- ⊕ Final feedback on the assessment judgements is given electronically within 20 workdays after submission of the portfolio to the assessor.
- ⊕ Learners that are NYC can conduct a re-assessment (see policy). Feedback to NYC learners is accompanied by a Remediation Request.
- ⊕ The assessment decision is made and moderated.
- ⊕ Any appeals are heard and followed up by the moderator.
- ⊕ The results are recorded and verified by the ETQA during a verification visit.

Assessments are reviewed on a regular basis. However, ENJO Consultants (Pty) Ltd has some specific policies in addition to the routine processes:

- ⊕ There are on-going formative assessments throughout the programme. These are used to identify learners’ strengths and weaknesses (and strengths and weaknesses of the programme) and to address them through appropriate parts of the programme (which may need to be adapted for this purpose). They employ a variety of methods.

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- ⊕ There are summative assessments at specified points during the programme.
- ⊕ Knowledge will be assessed by means of a knowledge questionnaire, the skills by means of observation checklist, checklists and a workplace assignment which integrates all outcomes and assessment criteria, specific outcomes and EEK's in the unit standard.
- ⊕ Evidence of competence from other sources (e.g. statements from the coach, supervisor, or other appropriate witnesses) is used to support the evidence of competence gained from the summative assessments. If the summative assessment results are inconclusive, this other evidence is used to determine the learner's competence.
- ⊕ Learners are prepared for assessment and given feedback as part of the assessment process. They understand the right to appeal and how to access it. Our learners are taken through all the relevant information at the beginning of each programme, given an opportunity to discuss anything that is unclear, and then asked to sign a statement agreeing that they understand the assessment process.
- ⊕ We review the assessment processes and instruments that we have used and ensure that these are moderated where new instruments are introduced, or changes are made.
- ⊕ All first assessments will be conducted in Pink pen, re-assessments will be conducted in an orange pen. Moderation will be conducted in purple pen.

Criteria for Assessors

ENJO Consultants (Pty) Ltd undertakes to uphold the following criteria and standards with regards to assessors.

Assessors in the employ of ENJO Consultants (Pty) Ltd:

- ⊕ Will be registered and will have met the requirements of the generic assessor standard.
- ⊕ Will be required to keep their registration current
- ⊕ Will be certificated by the SETA or relevant ETQA in agreement with the **RELEVANT SETA** in this regard.
- ⊕ Will be registered to assess using specified standards and/or qualifications.
- ⊕ Can demonstrate competence in relation to specified standards and qualifications, at or above, the level of the qualifications in question.
- ⊕ Have met any additional requirements laid down by their constituent ETQA.
- ⊕ Will have a signed Service Level Agreement with ENJO Consultants (Pty) Ltd.
- ⊕ Will sign ENJO Consultants (Pty) Ltd Code of Conduct for Assessors.

Assessment Requirements

Attendance Registers

- ⊕ Every member present at any learning intervention offered by ENJO Consultants (Pty) Ltd shall sign the attendance register which shall be available for that purpose.
- ⊕ A copy of the register will accompany every batch of portfolios issued to an assessor for assessment.
- ⊕ A copy of the facilitator report will accompany the batch of portfolios.

Facilitation Calendar

- ⊕ Specific dates, times and venues will be provided in advance to the learners.
- ⊕ Needs to show curriculum plan/lesson plans.
- ⊕ Needs to show planning for meetings and feedback.

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Assessment Calendar

The dates and time frames of required assessments will be provided to the learners at the time of the Course.

- ⊕ Will be integrated into facilitation plan (cost-effective and information efficient).
- ⊕ Will be planned, set and accessible to all and by all facilitators in the relevant portfolio of evidence.

Assessment Plan

- ⊕ To be done for all formative assessments.
- ⊕ To be done for all summative assessments.

Must contain information regarding:

- ⊕ The learning information to be assessed.
- ⊕ The assessor's name.
- ⊕ The learners to be assessed.
- ⊕ The venue, date, and time of assessment.
- ⊕ The unit standard used for assessment.
- ⊕ The assessment tools to be used.
- ⊕ If applicable the moderator's name.
- ⊕ To be signed by all parties involved.
- ⊕ Should be placed in each portfolio of evidence and discussed with the learners during facilitation.

Pre-Assessment Meeting Agenda

For Assessments to be a fair and transparent process; the Assessor/facilitator will hold a pre-assessment briefing meeting with the learners to detail the requirements of the assessment. The assessment briefing will be based on the programme assessment guide and learner portfolio of evidence to ensure that there are no contradictions and to ensure that the process is linked to a bigger picture.

During the briefing, the Assessor/Facilitator will discuss with the learner the assessment process, assessment plan, appeals policy and procedure, details of assessment including time, venue, date, criteria, evidence requirements and how the assessment will be judged.

The Agenda

- ⊕ Should state the venue, date, and time of meeting.
- ⊕ Should state information regarding the assessment content, the assessment procedure, special needs, and the appeals procedure.

Pre-Assessment Meeting Minutes

The briefing documentation will be completed and authenticated with signatures and dates and must be stored in the relevant section of the Portfolio of Evidence.

The minutes:

- ⊕ Should cover everything that was discussed during the pre-assessment meeting as prescribed by the ETQA.
- ⊕ Should be signed and dated by all parties involved.

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Assessment Documents

The Administrative requirements are governed by the Training Providers Quality Management Systems as approved during accreditation. This component includes learner enrolment forms, learner selection, record keeping, progress reports, assessment evidence, moderation reports etc.

ENJO Consultants (Pty) Ltd therefore keeps and maintains these records separately to produce evidence during external moderation of how these records are kept and maintained.

These records and documents include:

- ⊕ Enrolment forms.
- ⊕ Certified Copies of Identity Documents.
- ⊕ Learnership contract.
- ⊕ Induction and proof of learner enrolment to the ETQA.
- ⊕ Portfolio of Evidence (PoE).
- ⊕ Appeals procedure.
- ⊕ Progress reports.
- ⊕ Observational checklist.
- ⊕ Case studies and mark sheet.
- ⊕ Projects/assignments and mark sheet.
- ⊕ Logbook (hours practical).
- ⊕ Assessment and moderation guides.
- ⊕ Assessment evidence reports.
- ⊕ Moderation reports.
- ⊕ Other (plus assessment criteria)

The PoE will include:

- ⊕ Copy of the unit standard/s against which the assessment is based, evidence matrix.
- ⊕ Administration documents, learner information form, CV, ID, Qualifications, declaration of authenticity, code of conduct. POPI Act.
- ⊕ Assessment planning and preparation documents for the unit of assessment, including information on RPL and Appeals.
- ⊕ Assessment instruments for formative and summative assessment.
- ⊕ Actual assessment evidence produced by the learner.
- ⊕ Assessment judgment sheet.
- ⊕ Feedback form for each unit of assessment conducted etc.

Assessor Feedback on Assessment

The Assessor will provide electronic feedback to the learner on his or her performance and the next step will be determined and explained to the learner.

Learner Feedback on Assessment

ENJO Consultants (Pty) Ltd undertakes to collect evidence and feedback from the learners on the assessment instruments, methods, process etc. and how it could be improved for quality purposes.

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Assessor Review of Assessment

Assessors will complete a review report on every batch of portfolios assessed. Assessors will analyse the results to determine the appropriateness of the learning material, facilitation methodologies, and programme design and assessment strategy. This report will review the assessment process as well and recommendations for improvement will be made.

These review reports will be sent to the training manager who will consolidate the reports into overarching reports per module.

The review process will be recorded, and evidence supplied to the external moderator during External Moderation and or Verification.

Procedures

Learner's Assessments

The following process will be followed during the assessment process, as per the Conduct Outcomes Based Assessment Unit Standard:

- ⊕ Plan and prepare for assessment.
- ⊕ Conduct Assessment.
- ⊕ Provide Feedback on Assessment.
- ⊕ Review Assessment.

Plan and Prepare for Assessment

The facilitator/assessor of the specific learning programme will conduct the assessment planning and preparation session during training:

- ⊕ Learners complete the administration documents in the PoE.
- ⊕ The facilitator/assessor conducts the preparation meeting.
- ⊕ All relevant parties sign and date the Pre-assessment Meeting documents.
- ⊕ Learner signs the Learner Declaration form.
- ⊕ Facilitator/assessor signs the Assessor Declaration Form.

Conducting the Assessment

- ⊕ Learners complete the formative assessment activities in the portfolio of evidence (PoE) during the training.
- ⊕ Formative activities are assessed during the training, either by the facilitator, or peers or self-assessment.
- ⊕ Learners are offered the opportunity to collect summative assessment evidence during the summative assessment activities in the workplace.
- ⊕ The completed PoE is submitted to ENJO Consultants (Pty) Ltd within the agreed time frame for assessment.
- ⊕ The PoE is assessed by a constituent registered assessor within the allocated time frame for assessment.

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Provide Feedback on Assessment

- ⊕ If the learner is found competent the assessor sends the Assessor Feedback to Learner Report to the learner electronically and requests feedback from the learner.
- ⊕ If the learner is not yet competent then the learner is given electronic written feedback (Remediation Request) and offered the opportunity to re-submit - see re-assessment policy.
- ⊕ Learner submits remediation for re-assessment.
- ⊕ Once again, the learner is assessed, and feedback given.
- ⊕ After the third attempt the learner is declared not yet competent and would be required to redo the entire module/programme - see re-assessment policy.
- ⊕ Should a learner wish to appeal the assessment decision, then the learner needs to submit the appeal in writing on the Appeal Form (See Appeals Policy).
- ⊕ The NYC learner is also expected to provide feedback on the assessment.

Review Assessments

Assessors complete a Review Report after each batch of assessments. This Review should be submitted after the batch has been submitted.

Recording of Results

- ⊕ If the learner is found competent then the results are uploaded to the relevant SETA.
- ⊕ Learners who are still NYC after the second re-assessment will be uploaded as Not Yet Competent and will have to redo the learning programme.

Competence

Learners are expected to obtain 80% to be found competent, however should their workplace assignment is according to standard then a minimum of 70% can be accepted for the knowledge assignment.

A 50% competence will be accepted for numeracy regardless of the qualification.

ENJO Consultants (Pty) Ltd Principles for Assessments

ENJO Consultants (Pty) Ltd believes that the learners need to incorporate experiential learning and interactive dialogical learning into the day to day learning of the learners, the learner needs to be offered the opportunity to take what they have been taught and implemented into a practical situation in the class room and then offered the opportunity to take what they have learnt into the work environment. The learner will be required to apply the practical aspects of what they have learnt in the workplace and given the opportunity to come back to a learner support session to ask question from situations in the work environment.

Interplay Between Formative and Summative Assessment

Formative assessments are on-going throughout the learning programme, where the learners have the opportunity to do a trial and error in a controlled classroom environment, the formative would be a real- life developmental application where the learners apply the knowledge and skills within the working environment

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Special Outcomes/Learning Outcomes

These have a major impact on facilitation, assessment, moderation and feedback; these are linked in the assessment criteria of the assessment instrument of the specific unit standards where the special/learning outcomes are interlinked in the theory and with the practical application. Feedback of the special/learning outcomes are given in the assessors' feedback in PoE in the feedback document.

The Importance of Moderation

This ensures that there is consistency taking place with all assessment and assessors across the board allowing the opportunity to give the assessor constructive and developmental feedback as and when required.

Reporting

Reporting to the ETQA will be done by means of the review report which will include the detailed feedback on all aspects of the assessment principles. (See template of the review report).

Difference Between Feedback and Judgement

The feedback is given confidentially, per outcome, per criteria as detailed as possible and is used as constructive means for improvement. The assessment judgement is made of the evidence supplied where a decision of competent or not yet competent is awarded based on the following principles:

- ⊕ Validity.
- ⊕ Authenticity.
- ⊕ Relevancy/reliability.
- ⊕ Currency.
- ⊕ Sufficiency of evidence.

Catering for Special Needs

During the planning and preparation phase learners are requested to complete the learner registration for where they are requested to complete a section on special needs, these needs are met to the best of the originations ability depending on the needs without out compromising the (VARCS)

Workplace Assessments

These are covered in the portfolio the learner is offered the opportunity to complete their PoE within 12 weeks within in the working environment by means of obtaining third party observation check list once they have generated the required evidence.

Re-Assessments

This is discussed in the learner assessor agreement and the learners will be offered the opportunity to be re-assessed twice at no extra cost should there be additional re-assessment then a fee of 10% of the course fee will be requested. See the Re-assessment policy for detail.

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Guidelines for Open-Ended Questions

Open ended questions are allowing the learners the freedom to answer how they feel, we believe to keep these limited as they are open to interpretation for the expertise of the assessor. These cannot be assessed well according to VARCS as there is no standardisation. Many of these are based on the learners feeling thus allowing any answer to be accepted. These are normally the types of questions that the learner can motivate an answer.

Documents

FORMS & TEMPLATES F&T AP1: ASSESSMENT PLAN FORM
FORMS & TEMPLATES F&T ALD1: ASSESSMENT LEARNER DECLARATION
Assessor Declaration
FORMS & TEMPLATES F&T AFR 1A: ASSESSMENT FEEDBACK TO COMPETENT LEARNER
FORMS & TEMPLATES F&T AFR 2A: ASSESSMENT FEEDBACK TO NYC LEARNERS
FORMS & TEMPLATES: F&T ARR1: ASSESSOR REVIEW REPORT
FORMS & TEMPLATES: F&T AOR1: ASSESSOR OVERARCHING REVIEW REPORT
FORMS & TEMPLATES F&T ADR 1: ASSESSMENT DESIGN REPORT
SPECIAL INSTRUCTIONS: SI: ASI: ASSESSOR SPECIAL INSTRUCTIONS

Related Policies

RPL Policy P42 and PR42
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy P46 and PR 46
Appeals Policy P47 and PR47
Moderation Policy P48 and PR48

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Recognition of Prior Learning (RPL) Policy: P42 and PR42

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Recognition of Prior Learning (RPL) Policy: P42 and PR42

Introduction

Recognition of Prior Learning (RPL) basically means that people who have gained skills and knowledge through non-formal and/or experiential learning can be assessed and awarded credits for such learning if it meets the requirements of the unit standard or qualification.

RPL is therefore specifically designed to:

- ⊕ Identify what a learner knows and can do.
- ⊕ Match the person's skills, knowledge and experience to specific standards and the associated assessment criteria of a unit standard or qualification.
- ⊕ Assess the person against those standards.
- ⊕ Credit the person for skills, knowledge and experience built up through formal, informal, and non-formal learning that occurred in the past.

ENJO Consultants (Pty) Ltd fully supports the principles of RPL and the value its implementation holds for learners to redress the inequities of the past, give credit where credit is due and contribute to development. ENJO Consultants (Pty) Ltd will strive to ensure that its policy and procedures uphold the principles of good practice.

Purpose

The purpose of this policy document is to:

- ⊕ Provide a framework for the implementation of RPL within the education and training, HR and IT sectors that can be used to guide applicants, providers and ENJO Consultants (Pty) Ltd.
- ⊕ Explain ENJO Consultants (Pty) Ltd position in terms of RPL.
- ⊕ Provide a framework for the registration of education and training, HR, and IT sectors by ENJO Consultants (Pty) Ltd for persons who have achieved qualifications totally or partially through RPL.

Definitions

The definition of RPL in the National Standards Bodies Regulations (No. 18787 of 28 March 1998) to the SAQA Act, 1995 is as follows:

- ⊕ Recognition of Prior Learning means the comparison of the previous learning and experience of a learner howsoever obtained against the learning outcomes required for a specific qualification, and the acceptance for purposes of qualification of that which meets the requirements.

This means that regardless of where and how a person achieved the learning, if such learning meets the requirements of a qualification (or part of it), it can be recognised for credits.

Scope

This policy is applicable to Facilitators, Assessors, Moderators, Support Employees and RPL assessment learners.

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Policy Application

General Principles of RPL

ENJO Consultants (Pty) Ltd supports the general principles of RPL that are the following:

- ⊕ RPL is equivalent to learning achieved through formal education and training.
- ⊕ RPL must be accessible.
- ⊕ RPL is individualised.
- ⊕ RPL is measured against outcomes of learning guided by specific assessment criteria.
- ⊕ RPL is evidence-based.
- ⊕ RPL focuses on quality.
- ⊕ Learning that is recognised through the RPL process is transferable, meaning that it is accepted by all providers and ETQAs.

RPL Assessments

Flowchart FC RPL1: RPL Process

Flowchart FC RPL2A and 2B: RPL Process

Principles of Good Assessment

ENJO Consultants (Pty) Ltd and providers should subscribe to SAQA's principles of good assessment in terms of RPL and the fact that good RPL assessments depend exclusively on the validity, reliability, and fairness of the assessment process. The main principles are described as follows:

- ⊕ Fairness: Assessment should not in any way disadvantage or advantage a learner.
- ⊕ Validity: An assessment should measure what it is supposed to measure, be it knowledge, understanding, subject content, skill, information, behaviour, etc. The assessment must assess the learner's ability to perform designated tasks and the outcome must be clearly defined and stated.
- ⊕ Reliability: Assessment should be consistent, and the same relative judgements should be made in the same or relatively similar contexts each time an assessment of specified stated outcomes is conducted.
- ⊕ Practicality: Assessment must consider monitoring, time, resources, and facility costs. It should not be unreasonably costly, too time-consuming, and cumbersome.

Criteria for RPL Assessments

Criteria for Assessors, Moderators and Verifiers

A qualification that is registered on the NQF includes the criteria for assessors, moderators, and verifiers and these must be applied by the relevant ETQA and providers undertaking RPL.

Criteria for Applicants

It must be stressed that RPL is NOT an easy alternative to gaining credits, a qualification or access to a learning programme or to obtain registration with ENJO Consultants (Pty) Ltd to practise. People considering applying

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for RPL must understand this clearly. As will be explained later in detail, applicants must be able to provide substantial evidence that can be verified and that proves competence. The evidence provided by applicants must be both sufficient and current in terms of the required outcomes.

RPL Within Programmes

ENJO Consultants (Pty) Ltd will offer recognition of prior learning to a learner to attain entry/access to a programme and to gain exemptions from programme requirements.

Entry / Access

A learner may seek entry to a programme where he/she does not meet the standard entry criteria based on prior learning experiences. In this case a learner will demonstrate to the provider that he/she has the capacity to successfully participate on the programme.

It is acknowledged that some programmes leading to awards have no entry requirements. Where entry criteria apply, a prospective learner may use prior learning experiences to gain entry to a programme.

Exemptions

ENJO Consultants (Pty) Ltd may grant an exemption from a requirement of a programme to a learner based on prior learning experience at the point of entry to a programme. Exemptions from programmes generally relate to exemption(s) from requirements of a programme and can include exemption from attendance or participation in parts of the programme requirements. The learner will be required to provide valid and reliable evidence of this prior learning to the provider to demonstrate attainment of the exempted element of the programme. In this case a Credit Accumulation and Transfer assessment (CAT) will be done.

The granting of an exemption is the responsibility of training in which the prospective learner wishes to participate. ENJO Consultants (Pty) Ltd procedure on granting of exemptions will be approved by the training manager at the stage of programme validation within the Quality Assurance Policy agreements. This will also be dealt with as a CAT.

Credit Towards Reward

ENJO Consultants (Pty) Ltd may grant a credit to a learner based on prior learning. Until that time ENJO Consultants (Pty) Ltd will not be required to facilitate learners for credit. ENJO Consultants (Pty) Ltd will advise RPL learners of procedures and guidelines regarding credit at that time.

Procedures

Pre-Assessment Phase

- ④ The RPL applicant completes an application for RPL form and submits this to the RPL Advisor/assessor together with the necessary supporting evidence.
- ④ The RPL advisor analyses and evaluates the application and supporting documents to determine the possible success of an application.

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- ⊕ If the possibility for successful application is high, the following are facilitated with the applicant during a pre-assessment phase. The pre-assessment phase can be done during a face-to-face meeting or electronically.
- ⊕ Development of a portfolio of evidence by following guidelines from the RPL Assessor/Advisor
- ⊕ Orientation to assessment instrumentation.
- ⊕ Guidance to demonstrate learning and competency.

Assessment Plan

The assessor and the applicant agree to an assessment plan, which includes:

- ⊕ Standards and requirements.
- ⊕ Types of proof/evidence that is required.
- ⊕ Finalisation of assessment instrumentation.
- ⊕ Dates and schedule for assessment.

If the possibility for a successful application is low (i.e. the applicant does not meet the minimum requirements), the applicant is referred to alternative study routes.

Assessment Phase

Applicant is assessed via:

- ⊕ Knowledge assessment.
- ⊕ Portfolio – summative assessment evidence.
- ⊕ Interview.
- ⊕ Artefacts, etc.
- ⊕ Evidence provided of workplace experience and qualifications.

Related RPL aspects that are in place:

- ⊕ RPL policy and procedures have been clarified and information about RPL is made available to applicants.
- ⊕ ENJO Consultants (Pty) Ltd has a set of criteria according to which prior evaluation (pre-screening) can be done. The applicants are aware of what these criteria are.
- ⊕ An RPL facilitator is up to date with alternative study options and has counselling skills.

It is extremely important that the applicants are prepared for assessment by competent employees. If facilitators are not available, it is assumed that assessors will fulfil this task. Assessment instruments are designed to fulfil validity, reliability, and other relevant criteria.

Judgement and Feedback phase

- ⊕ The RPL candidate submits the portfolio with evidence of current knowledge and skills.
- ⊕ The RPL assessor measures the evidence provided against the specific/learning outcomes of the unit standard or qualification.
- ⊕ Evidence is also evaluated against the VARCS principles.
- ⊕ Should the evidence meet all the outcomes, assessment criteria and VARCS then the candidate will be declared competent and the portfolio will go through the moderation and verification process and credits will be awarded.

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- ⊕ In the case where a candidate's evidence does not meet all the criteria the candidate will be requested to submit additional evidence for re-assessment.
- ⊕ The additional evidence could involve activities where the candidate must provide proof of knowledge or skills competency.
- ⊕ All feedback will be given electronically, and feedback is received from the candidate.
- ⊕ The assessment will then be moderated as stipulated in the moderation policy and procedure.
- ⊕ Any appeals will be dealt with according to the appeals policy and procedure.

Evaluation Phase

- ⊕ The RPL assessor considers the feedback obtained from the candidate and the moderator to compile an Assessment Review Report.
- ⊕ This report will be the same report as the normal Assessment review report.

Documents related to RPL

FORMS & TEMPLATES F&T RPLA1: RPL APPLICATION FORM
FORMS & TEMPLATES F&T RPLA2: RPL APPLICATION APPROVAL
FORMS & TEMPLATES F&T: RPL EM1: RPL EVIDENCE REQUIREMENTS AND MATRIX
FORMS & TEMPLATES F&T RPL CA1: RPL CANDIDATE DECLARATION

SPECIAL INSTRUCTION; SI RPL 1: RPL INFORMATION FOR CANDIDATES

Related Policies

Assessment Policy P41 and PR41
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy 46 and PR46
Appeals Policy P47 and PR47
Moderation policy P48 and PR48

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Credit Accumulation and Transfer Policy: - P43 and PR43

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Credit Accumulation and Transfer Policy: - P43 and PR43

Purpose

The purpose of this policy is to provide for the implementation of credit accumulation, exemption, recognition, and transfer for qualifications registered on the National Qualifications Framework (NQF).

Scope

The credit accumulation and transfer policy only refer to credit accumulation, exemption, recognition as well as transfers. The Recognition of Prior Learning is captured in a separate but related policy document, the ENJO Consultants (Pty) Ltd RPL policy.

Definitions

Glossary	Definition
Articulation	The process which formally creates recognisable connections between qualifications and part qualifications.
Assessment	The process of identifying, gathering, and interpreting information about a learner's achievement to assist the learner's development and improve the process of learning and teaching and evaluate and certify competence to ensure qualification credibility
Certification	The formal recognition of a qualification or part-qualification awarded to a successful learner.
Part –qualification	An assessed unit of learning that is registered as part of a qualification/recognition accorded to the achievement of part of a qualification registered on the NQF,
Qualification	A registered national qualification
Registered	A qualification or unit standard registered on the NQF by SAQA in terms of the National Qualifications Act (Act 67 of 2008)

Policy Application

This policy applies to:

- ⊕ All qualifications and part-qualifications registered on the NQF and offered by ENJO Consultants (Pty) Ltd.
- ⊕ The specific requirements for each qualification or part-qualification offered by ENJO Consultants (Pty) Ltd must be considered in the interpretation of this policy.
- ⊕ If there is a contradiction between this policy and the specific requirements of the qualification or part-qualification, the matter will be referred to the relevant ETQA.

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CAT Assessment

Flowchart FC CAT1: CAT Process

Responsibility

The responsibilities in relation to this policy are as follows:

- ⊕ Training provider -
 - Initiating and managing the system.
 - Compiling a unit standard/credit matrix for the different qualifications.
 - Identifying overlapping unit standards/credits.
 - Grouping unit standards into skills programmes.
 - Recording learning paths related to unit standards and skills programmes.
 - Recording different options of qualifications linked to the different skills programmes/unit standards and credits.
 - Identifying opportunities for credit accumulation and transfer and RPL.
 - Advising and supporting the learners in the credit accumulation and transfer process.
 - Liaising with the ETQA in relation to the evaluation and verification of credit accumulation and transfer as well as certification.
- ⊕ Learner – provide evidence of credits accumulated.
- ⊕ The relevant ETQA – as a quality assurance body –
 - and verify requests for credit accumulation and transfer.
 - Award credits.
 - Certify the successful learners.

Policy Statement

ENJO Consultants (Pty) Ltd prides itself in its continued support of life-long learning of all its learners. This forms the base of ENJO Consultants (Pty) Ltd commitment to the use of credit accumulation, exemption, and transfer to support learners in accessing learning. In this manner the repetition of learning acquired can be avoided where possible.

Articulation

Articulation is the process which formally creates recognisable connections between qualifications and part qualifications. These connections may result in the following:

- ⊕ Access to other qualifications.
- ⊕ The exemption of some pre-requisites required for a qualification.
- ⊕ The acceptance of results of learning from one qualification for the purposes of another qualification.

Articulation in the national education and training system is mainly facilitated by credit accumulation, exemption, transfer and RPL.

As credit accumulation, exemption, transfer and RPL is a process by which the learner's achievements are recognised, decisions regarding the transfer of credits need to be made by the relevant ETQA once the necessary evaluations have been made. This process means that the credits previously obtained by a learner may be:

- ⊕ recognised as meeting the requirements of another qualification.
- ⊕ meeting part of the requirements for another qualification.

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During the evaluation research is done on the degree of overlap and/or comparability between related qualifications which would allow for recognition of learning and credit transfer.

Credit accumulation

Credit accumulation is defined as the practice of allowing the achievement of credits over a period to be recognised for the completion of a qualification or part-qualification. Credit accumulation thus relates to the process of achieving unit standard or part-qualification statements of results progressively towards a full qualification. This accumulation of credits does not necessarily have to happen within an academic year. The full qualification will only be awarded if the following circumstances prevail:

- ⊕ The unit standards achieved over the extended period conform to the rules of combination of the full qualification.
- ⊕ In cases where the qualification stipulates a maximum number of years allowed to achieve the qualification, the learner needs to complete all the unit standards within the stipulated time frame. Where such limitations exist, these will be captured in the qualification directives and communicated to learners.

Credit exemption, recognition, and transfer

Credit exemption and recognition refers to the acceptance of credits from one qualification in relation to another registered qualification on the NQF, e.g. in some qualifications learners can be exempt from fundamental unit standards if they have obtained a pass in languages and mathematics at matric level or some credits from one qualification can be recognised for another qualification. The following conditions would apply:

- ⊕ The number of unit standards or credits which may be recognised for a credit transfer to another qualification may be equal, but not exceed the number of credits of the other qualification.
- ⊕ Not all unit standards or credits will automatically be considered for credit transfer, recognition, or credit accumulation. Their acceptance is determined by the nature and structure of the receiving qualification based on thorough evaluation of their comparability at qualification level. This evaluation will be referred to the relevant SETA and the results communicated with the learner.

Procedures

Unit standard/credit matrix and skills programmes

- ⊕ A credit matrix of all qualifications offered by ENJO Consultants (Pty) Ltd is compiled.
- ⊕ The matrix is used to identify overlapping unit standards and credits in the different programmes.
- ⊕ Unit standards are clustered together into skills programmes. Approval for the programmes is obtained from the relevant ETQA.
- ⊕ The skills programme that overlap are linked to the different qualifications, e.g. Assessor programme and SDF programme are linked to various ODETD programmes on different levels as well as HR qualifications on different levels. The different learning pathways are identified and indicated on pre-training communication documents with learners.
- ⊕ During pre-training interaction learners are informed of the different learning pathways as well as the opportunity for RPL.

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Credit accumulation, exemption, recognition, and transfers

- ⊕ On enrolment a learner indicates whether he/she intends to complete a skills programme or a full registered qualification.
- ⊕ The learner submits proof of all qualifications and statements of results and is advised on the different learning paths open to him/her.
- ⊕ Opportunities for RPL, exemption, credit accumulation and credit transfer are identified.
- ⊕ Learner is advised to collect relevant evidence and submit the evidence for RPL, exemption, credit accumulation and credit transfer at a follow up meeting.
- ⊕ Evidence is evaluated and findings are submitted to the relevant ETQA for verification and approval.
- ⊕ Based on the outcome of the verification by the ETQA the credits are awarded and uploaded towards the relevant qualification.
- ⊕ Once sufficient credits in the correct combination of fundamentals, core and electives have been accumulated within the stipulated period and after verification by the ETQA the qualification is awarded, and certification can proceed.

Documents

FORMS & TEMPLATES F&T CAT A1: CAT APPLICATION FORM

FORMS & TEMPLATES F&T CAT 2: CAT APPLICATION APPROVAL

FORMS & TEMPLATES F&T: CAT EM1: CAT EVIDENCE REQUIREMENTS AND MATRIX

Related Policies

Assessment Policy P41 and PR41
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47
Moderation Policy P48 and PR48

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Assessment of Fundamentals (Second Language and Mathematics) Policy: P44 and PR44

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7 Oct 2016	John Sandys	Mr		V01
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Assessment of Fundamentals (Second Language and Mathematics) Policy: P44 and PR44

Purpose

ENJO Consultants (Pty) Ltd has developed a second language material in Afrikaans. To ensure quality of assessment (2nd Language and Numeracy) of the learners against clearly identified standards is the key to success in ensuring a competent workforce that will meet the needs of consistency and reliability. The choice of language will be determined by the target audience. This policy applies to the assessment of the fundamental components of qualifications from NQF Level 1 to 4.

Definitions

A qualification is defined as a planned combination of learning outcomes with a defined purpose or purposes, intended to provide qualifying learners with applied competence and a basis for further learning. Two types of qualification are provided for in the National Standards Bodies (NSB) regulations (Act 58 of 1995):

- ⊕ Unit standard based qualifications
- ⊕ Exit level outcome and associated assessment criteria (ELOAC) qualifications (non-unit standard based qualifications).

Each qualification should contain three distinct categories of learning, namely:

- ⊕ Fundamental learning – is learning that forms the grounding or basis needed to undertake the education, training or further learning required in the obtaining of the qualification.
- ⊕ Core learning – is the compulsory learning required in situations contextually relevant to the qualification.
- ⊕ Elective learning – is a selection of additional credits at the level of the National Qualifications Framework specified, from which a choice may be made to ensure that the purpose of the qualification is achieved.

Acronyms

Acronyms	Definition
ELOAC	Exit level outcome and associated assessment criteria
ETQA	Band ETQA Band Education and Training Quality Assurance body, for example the Higher Education Quality Committee and UMALUSI
FET	Further Education and Training
FETC	Further Education and Training Certificate
FETI	Further Education and Training Institution (previously known as technical colleges)
NSB	National Standards Bodies
NQF	National Qualifications Framework
RPL	Recognition of Prior Learning
SETA ETQA	Sector Education and Training Authority Education and Training Quality Assurance body
SAQA	South African Qualifications Authority
UMALUS	Council for Quality Assurance of General and Further Education

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Scope

The policy will apply to all Learners who will be assessed by ENJO Consultants (Pty) Ltd or qualification from NQF level 1 – 4. This policy aims to ensure that the fundamental components (2nd Language and Numeracy) of qualifications on NQF Levels 1-4 are contextualised and quality assured in accordance with SAQA requirements.

Policy Application

This policy must be read in conjunction with the assessment and moderation policies and procedures, as well as SAQA QA-fundamentals document

Objectives

The objective of this policy is to comply with the model that has been agreed to by the SETA ETQAs and UMALUSI regarding the integration of the teaching, learning and assessment of the fundamental components of qualifications within the context of the qualification.

This will ensure that learners will meet all the requirements for the fundamental components of qualifications, receive all credits relating to the qualification and be certified.

Transfer and Recognition of Prior Learning

Flowchart FC AOF1: Assessment of Fundamentals Process

NQF Level One to Four

Learners who achieved credits for languages/communication and mathematics at any schooling level will not be required to redo, or undergo RPL, (except in the sense of access to the qualification), of an equivalent level of learning.

Where a learner wishes to enter a sector qualification, and he/she does not offer the fundamentals as school subjects and this is a requirement for the sector qualification, then such credits do not exist and the learner will be required to meet the requirements of the fundamental unit standards dealing as appropriate.

Where a learner feels that they could meet the requirements of such unit standards, without proof of the pre-requisite, RPL can be requested and where the learner is successful in the assessment of prior learning, credits can be awarded.

The following is the model that will be used where credits are transferred between school and FET qualifications and sector qualifications.

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The Model for Credit Transfer NQF Level One to Four

- ⊕ Credits must be transferred for equivalent levels of learning, whether they were obtained in a school environment, a further education and training in situation environment or a sector qualification environment.
- ⊕ A “base-line assessment tool” will be utilised to diagnose possible deficiencies, and to develop remedial actions plans, but will not be used to determine whether a learner is given access to the qualification or not.
- ⊕ This tool will also be used for the recognition of prior learning where no proof of previous learning exists. In that case, credits will be awarded, and learners are exempted from the part of the learning programme that deals with the unit standards encompassing the appropriate fundamental components (communication and/or mathematical literacy, etc.) of the qualification.
- ⊕ Tools will be developed to ensure contextualization to each qualification concerned.

NQF Level Four (FETC)

Each full qualification registered at Level 4 on the National Qualifications Framework is called a Further Education and Training Certificate.

Each FETC will constitute a minimum of 120 credits with a minimum of 72 credits being obtained at or above level 4 and in the case of certificates of 120 credits, a maximum of 48 credits being obtained at level 3. In keeping with section 8(2) of the NSB regulations, a qualification consisting of less than 120 credits may be considered if it meets the requirements in regulation 8(1) and complies with the objectives of the National Qualifications Framework contained in section 2 of the Act.

- ⊕ The 20 compulsory credits in Language and Communication must be obtained in one of the eleven official languages provided for by the SA Constitution of 1996 (Act 108 of 1996) at level 4. All holders of an FETC will have achieved the same outcomes as indicated by the 20 compulsory credits but these may be achieved in any one of the eleven official languages.
- ⊕ To address the need to develop citizens who can participate effectively in a multi-lingual society, a further 20 credits in Language and Communication must be obtained in a second official language at a minimum of level 3.
- ⊕ The 16 credits in Mathematics must be obtained at Level 4. The Mathematics outcomes as indicated by the 16 credits may be obtained in different contexts.
- ⊕ All learners entering a FETC NQF Level 4 learning programme are to be pre-assessed on Verbal Reasoning and Numeracy in view of meeting the minimum entry level requirements.

FORMS & TEMPLATES F&T AOF A1: ASSESSMENT OF FUNDAMENTALS (LANGUAGE AND MATHEMATICAL)

Related Policies

Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR 47
Moderation Policy P48 and PR48

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Irregularities Policy: P45 and PR45

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15 July 2017	John Sandys	Director		V01
31 July 2018	John Sandys	Director		V02
6 February 2019	John Sandys	Director		V03
03 March 2020	John Sandys	Director		V04

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Irregularities Policy: P45 and PR45

Introduction

At ENJO Consultants (Pty) Ltd we understand that there are possibilities that there could be irregularities taking place. We will be covering the procedures to follow should there be any irregularities that are identified during the assessment process as well as how to resolve these irregularities.

This procedure would be required to be followed should any form of irregularities occur within the training environment; we can however not predetermine all possibilities so with this procedure we are looking at the most probable possibilities.

Purpose

The purpose of this policy is to ensure that all activities and procedures at ENJO Consultants (Pty) Ltd are aligned with the policies, procedures, values, and ethics of ENJO Consultants (Pty) Ltd.

Definitions

Glossary	Definition
Irregularity	means something that is irregular (such as improper or dishonest conduct) or a situation where the rules, laws, or usual ways of doing things have not been followed

Scope

This policy is applicable to all full time and contracted personnel, assessors, facilitators, moderators, and learners of ENJO Consultants (Pty) Ltd.

Policy Application

Plagiarism and copying from each other

Should it be found that a learner has committed plagiarism they will automatically be found not yet competent and offered the opportunity to re-submit their assessment. This will be seen in a serious light. Should the second submission also be plagiarised then the learner will be found not yet competent again and he will not be allowed to resubmit the portfolio of evidence. The final judgement and irregularity report will be submitted to the ETQA during verification.

Plagiarism would include, but not limited to:

- ⊕ Copying verbatim from other sources.
- ⊕ Reproduction of another learner's portfolio.

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False Documents

Any learner or employee submitting documentation that appears to be falsified will be requested to resubmit the documents and supply the original as proof, should the original not be available then an affidavit from the SAPS would be required. False documents include a false statement of authenticity.

Irregularities Within the Assessment

- ⊕ Assessor made an error in the judgement.
- ⊕ Learners changed the assessment report.
- ⊕ Assessor altered the assessment report.

The assessors would be expected to abide by the SETA code of conduct signed with the SETA.

Capturing and Processing of Results

- ⊕ Entering of ID's and/or Learner's name.
- ⊕ Entering the incorrect results i.e. C instead of NYC.

The above irregularities would be overcome by double checking all data entered into the data base.

Assessor and Moderator Acting Against Their Code of Conduct

This would be reported to the relevant SETA to have the assessor/moderator struck off the role, should it be a re-occurring situation.

Learners, Full Time and Part Time Personnel Acting Against Their Code of Conduct

Any learner or personnel misconduct or actions that interfere with the daily operations or compromise the conduciveness of the environment to learning will be treated as irregularities. A serious irregularity could result in disciplinary action.

Procedure

Should any irregularity be detected or suspected the following procedure should be followed:

- ⊕ The irregularity is detected or suspected.
- ⊕ Report the irregularity to ENJO Management on the: Irregularity Report Form IR1.
- ⊕ The Irregularity report IR1 is forwarded to the QA Manager for investigation.
- ⊕ The QA manager investigates the complaint and the recommended actions.
- ⊕ The QA manager will collaborate with the Director and the Training manager regarding the way forward.
- ⊕ In the case of a serious irregularity the QA manager will forward a copy of the irregularity report and supporting documents to the defendant and request follow up actions and a response and supporting evidence.
- ⊕ Once all the documentation has been received from the defendant, the QA manager in collaboration with the Director will decide on follow up actions.
- ⊕ The relevant parties will receive feedback on the decision.
- ⊕ The irregularity will be recorded in the Irregularity Register
- ⊕ All relevant documentation will be filed in the Irregularity file.

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Documents related to this policy

FLOWCHART P36 FC 1: IRREGULARITY PROCEDURE

FORMS & TEMPLATES IR1: IRREGULARITY REPORT FORM

FORMS & TEMPLATES IR2: IRREGULARITY REGISTER

Related Policies

Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47
Moderation Policy P48 and PR48

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Re-Assessment Policy: P46 and PR46

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7 Oct 2016	John Sandys	Mr		V01
30 Nov 2016	John Sandys	Mr		V02
30 Apr 2017	John Sandys	Mr		V03
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Re-Assessment Policy: P46 and PR46

Purpose

The purpose of this policy is to ensure that all learner re-assessments activities conducted at ENJO Consultants (Pty) Ltd are fair, valid, and credible in line with good principles of assessments.

Definitions

Glossary	Definition
Re-assessment	means the process of collecting additional evidence of learners' work to measure and make judgments about the achievement or non-achievement of specified National Qualifications Framework standards and/or qualifications.

Scope

This policy is applicable to all registered assessors on full-time, contract or temporary employment with ENJO Consultants (Pty) Ltd.

Policy Application

The two main commitments in relation to re-assessment can be summarised as follows:

- ⊕ The re-assessment system is principled, prompt, and systematic.
- ⊕ Re-assessment activities are undertaken in relation to the design of the instruments as well as the moderation of the assessment process.

Principles of Re-Assessment

Please refer to the principles of assessment, as the same principles apply to re-assessment.

Re-Assessment Process

Flowchart FC RA 1: Re-Assessment Process

This is the same process as the assessment process, where the same steps are followed, but the learner can submit additional evidence to be found competent.

Re-Assessments

This is discussed in the learner assessor agreement. The learners that are NYC will receive guidance from the assessor in the form of a Remedial Request and will then be offered the opportunity to be re-assessed twice at no extra cost. Any further re-assessments will be done at a cost as determined by the annual budget meeting. However, after two re-submissions have been allowed, and the learner is still NYC the learner will be advised to re-attend the course at the full course fees.

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Documents Related to Re-assessment

FORMS & TEMPLATES F&T AFR 2A: ASSESSMENT FEEDBACK TO NYC LEARNERS
FORMS & TEMPLATES: F&T ARR1: ASSESSOR REVIEW REPORT
FORMS & TEMPLATES: F&T AOR1: ASSESSOR OVERARCHING REVIEW REPORT

Related Policies

Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P46 and PR46
Appeals Policy P47 and PR47
Moderation Policy 48 and PR48

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Appeals Procedure Policy: P47 and PR47

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7 Oct 2016	John Sandys	Mr		V01
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Appeals Procedure Policy: P47 and PR47

Purpose

The purpose of this document is to ensure that ENJO Consultants (Pty) Ltd Internal Assessment Policy and Procedures is applied fairly and consistently to provide learners with a clear framework within which they can appeal against assessment decisions

Definitions

Glossary	Definition
Assessment Appeal	is the formal process through which learners may dispute the final assessment judgements or outcomes made by the assessor?

Scope

This policy is applicable to assessment learners, their assessors, and moderators of assessment outcomes within ENJO Consultants (Pty) Ltd.

Policy Application

ENJO Consultants (Pty) Ltd will allow all learners the right of appeal against decisions relating to the Internal Assessment Policy and Procedure.

Learners may appeal against assessments results based on the following grounds:

- ⊕ Unfair assessments.
- ⊕ Invalid assessment.
- ⊕ Unreliable assessment.
- ⊕ Unethical practices.
- ⊕ Inadequate expertise and experience of the assessor.
- ⊕ Victimisation by the assessor.
- ⊕ Inappropriate assessments.
- ⊕ Discrimination.
- ⊕ Failure to prepare a learner for assessments.
- ⊕ No feedback is provided to the learner.

Procedures

Flowchart FC APP 1: Appeals Procedure

Appeals Procedure Stage One

The dissatisfied learner should request the assessor to:

- ⊕ Justify the outcome of the assessment.
- ⊕ Reconsider it in accordance with this procedure.

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Should the learner's attempt to resolve the issue informally be unsuccessful, the learner should initiate a formal appeal within THREE (3) working days of receiving notification of the assessment decision.

Appeals Procedure Stage Two

- ⊕ A learner who wishes to make a formal appeal against the decision should submit the appeal in writing within three (3) working days of being informed that Stage One has not been resolved to the learner's satisfaction.
- ⊕ The learner appeal form is submitted to the relevant Assessor and the Training Manager. The appeal needs to clearly state the basis of the appeal and any personal circumstances that the learner wishes to be considered. New evidence to support the appeal may be included.
- ⊕ The Assessor will give written acknowledgement of receipt of the letter of appeal, normally within three (3) working days.
- ⊕ The Training Manager will allocate the appeal to a moderator to determine whether there are grounds for appeal.
- ⊕ The moderator will set up an interview with the learner to give the learner an opportunity to personally discuss the basis of the appeal.
- ⊕ The learner may choose to be accompanied by a representative or friend. No legal representation will be allowed.
- ⊕ If the moderator finds that the appeal is justified, then the moderator continues with the moderation of the assessment process and assessment decision.
- ⊕ After judging all the evidence, the moderator can make one of the following recommendations:
 - ⊕ Alter/overturn the assessment judgement if an assessment judgement error was made.
 - ⊕ Conduct a re-assessment.
 - ⊕ Refute the appeal.
- ⊕ The Moderation decision and recommendation is confirmed in writing to the learner within FIVE (5) working days after moderation.
- ⊕ In the case where the assessment judgement is overturned, the database is updated.
- ⊕ Should the recommendation be a re-assessment then the Moderator/Training Manager should preferably appoint a different assessor for the re-assessment.
- ⊕ If the appeal is refuted, then the assessment decision is upheld.
- ⊕ An appeal hearing will be held to give the learner the opportunity to personally discuss the basis of the appeal.
- ⊕ The appeal will be considered by a nominated panel within ten (10) working days of receipt of the letter of appeal. In circumstances where ten (10) days is inappropriate, this period may be extended by mutual agreement.
- ⊕ Members of the hearing will comprise the Manager, the relevant assessor and one other member of training employees.
- ⊕ The decision of the panel will be confirmed in writing by the Manager to the learner within five (5) working days of the hearing.
- ⊕ If the appeal is not resolved to the learner's satisfaction, the learner may move to stage three of the procedure.

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Appeals Procedure Stage Three

- ⊕ Once informed of the moderation outcome and the learner is still dissatisfied with the outcome the learner may request an external moderator/verifier to review the assessment outcome.
- ⊕ This request must be submitted to the director within 3 working days of having received the moderation result.
- ⊕ The verification process is final, and the learner will be informed in writing of the final outcome as soon as a result is known.
- ⊕ The learner may consult the ETQA of the relevant SETA. If the external moderator / verifier upholds or rule in favour of the learner, he/she will be held liable for any cost of external verification.

Documents

FORMS & TEMPLATES F&T APP1: LEARNER APPEALS FORM

Related Policies

Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy P46 and PR46
Appeals Policy P47 and PR47
Moderation Policy P48 and PR48

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Moderation Policy: P48 and PR48

Purpose

The purpose of this document is to explain the various aspects and principles of moderation and to provide guidelines on how ENJO Consultants (Pty) Ltd will carry these out in a fair and transparent way.

Definitions

Glossary	Definition
Moderation	ensures that people who are being assessed are assessed in a consistent, accurate and well-designed manner. It ensures that all assessors who assess a unit standard/module or qualification are using comparable assessment methods and are making similar and consistent judgments about learners' performance.
Moderation of assessment	occurs at both the level of the provider (internal moderation), and at the level of the ETQA (external moderation).

Scope

This document is a guideline to all registered assessors (full time, contract or temporary), moderators (full time, contract or temporary and learners who actively participate in any learning intervention set out by ENJO Consultants (Pty) Ltd as well as all registered assessors and moderators on full-time, contract or temporary employment.

Policy Applications

The moderation system is principled, prompt, and systematic. Moderation activities are undertaken in relation to the design of the instruments as well as the moderation of the assessment process.

Principles of Moderation

The principles of fairness, validity and reliability imply that some form of moderation needs to be applied to assessments. In other words, moderation is a key element of an assessment system.

Moderation checks that assessments are conducted to an acceptable standard. Moderation confirms that the assessment instrument is acceptable, that assessment judgements are acceptable, and that the evidence is sufficient, authentic, valid, and current. Moderation in ENJO Consultants (Pty) Ltd will check that different assessors are assessing learners to the same standard.

The main purposes of moderation are:

- ⊕ To verify that assessments are fair, valid, reliable, and practicable.
- ⊕ To identify the need to redesign assessments if required.
- ⊕ To provide an appeals procedure for dissatisfied learners.
- ⊕ To evaluate the performance of assessors.
- ⊕ To provide procedures for the de-registration of unsatisfactory assessors.
- ⊕ To provide feedback to the ETQAs on unit standards and qualifications.

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Approaches to Moderation

All moderators shall approach the moderation of learner assessments with the following attitude:

- ⊕ The concept of positive reinforcement will be applied.
- ⊕ The moderator will act as a coach and mentor to the assessor and learner.
- ⊕ All three (3) competencies identified as part of an applied competency are to be assessed and moderated. These are the Practical, Foundational and Reflexive competencies.
- ⊕ Moderation judgement should be made on the extent to which the assessment covered these competencies.

Moderation should be conducted, and judgement should be made according to assessment principles and principles of evidence, namely:

- ⊕ Fairness, validity, authenticity, reliability, currency, and sufficiency.
- ⊕ All assessments for ENJO Consultants (Pty) Ltd generic courses are to be contextualized and moderated.

Criteria for Moderators

ENJO CONSULTANTS (PTY)LTD need to comply with all relevant requirements as per relevant ETQA requirements and the Moderator code of conduct.

- ⊕ Moderators are ethical, skilled, unbiased, and knowledgeable in relevant areas.
- ⊕ Moderators are registered with the SETA as constituent moderators.
- ⊕ SETA constituent registered moderators sign a Code of Conduct. If they fail to adhere to this Code, they can be de-registered.
- ⊕ Moderators are trained in line with the requirements of the SETA and registered to conduct assessment and moderation only in their area of subject matter expertise.

Moderation Database

All constituent Moderators should be placed on a Moderator database that contains the following:

- ⊕ Full names and surname.
- ⊕ ID Number.
- ⊕ Moderation Registration number.
- ⊕ Relevant ETQA where the moderator is registered.
- ⊕ All programmes that the Moderator is registered to moderate.
- ⊕ Registration period.

Pre-assessment Moderation

Before the assessment instruments can be used for assessment, the ENJO Consultants (Pty) Ltd moderator (full time, part-time or contract) needs to verify that the assessment instruments are fit for purpose, fair, valid, and will allow for the collection of authentic and sufficient evidence.

- ⊕ All instruments are moderated by a constituent moderator, who may work permanently or freelance for ENJO Consultants (Pty) Ltd. Recommendations from the moderators are presented to the team that developed the instruments, and any areas that require attention are addressed by the team.

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- ⊕ The instruments also form part of the programme outline presented to the Seta ETQA, and any recommendations emerging from the ETQA programme approval processes are then integrated into the instruments.

Moderation of Assessments

All assessments are moderated within 20 working days of the assessment being recorded and reported back to ENJO Consultants (Pty) Ltd. Once the moderation is completed, our administrative employees record the results for verification in the correct SETA format within two weeks of receiving them.

ENJO Consultants (Pty) Ltd can predict periods where many results will come in, and, if necessary, we contract temporary employees to ensure that results are processed timeously.

Once the assessment is completed the following applies:

Flowchart FC MP 1: Moderation Process

- ⊕ The moderation decisions are recorded on the ENJO Consultants (Pty) Ltd standard form Moderation Report and database?
- ⊕ At least 25 % (or a minimum of three) of the assessments in any batch are moderated.
- ⊕ If the assessor is new, at least 50% are moderated (and if there are less than 10 learners then a minimum of 3 assessments are moderated).
- ⊕ All moderations where the moderator overturned the assessment decision are returned to the relevant assessors for remediation.
- ⊕ The remediated portfolios are returned to the moderator for re-moderation.
- ⊕ Manual and electronic records are updated accordingly.
- ⊕ The moderated assessment results are submitted to the relevant ETQA prior to the verification visit.
- ⊕ Moderators provide individual feedback to assessors on the assessments moderated. The feedback is in writing. The assessor acknowledges receipt of the feedback and all relevant parties sign the feedback form. The feedback forms form part of the moderation pack that is presented to the verifier during verification.
- ⊕ All assessed portfolios of evidence, assessment reports and moderation reports are prepared for the external moderation/verification visit.

Moderation Procedure

Moderation will be conducted in accordance with the Conduct Moderation of Outcomes-based assessments SAQA ID 115759. Moderation will thus include the following steps:

- ⊕ Plan and Prepare for Moderation.
- ⊕ Conduct Moderation.
- ⊕ Advise and Support Assessors.
- ⊕ Report, record and Administer moderation.
- ⊕ Review Moderation.

Planning and Preparation for Moderation

Moderation planning at ENJO Consultants (Pty) Ltd will be a team effort with responsibilities shared by:

- ⊕ The Moderator.

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- ⊕ The Learner Admin clerk.

The moderator will do the planning of the moderation process per programme or batch, while the learner administration clerk will plan the timing and the administration of moderation.

Role and Responsibilities of the Learner Admin Clerk relating to planning and preparation

The learner admin clerk is responsible for the following:

- ⊕ Notifying the moderator that assessed portfolios are ready to be moderated.
- ⊕ Assisting the moderator in selecting a sample of 25% per batch or in smaller batches, at least three portfolios.
- ⊕ Sign the sample out to the moderator.
- ⊕ Give the moderator a copy of the sign-out list.

Ensure that the moderator has all the necessary documentation:

- ⊕ The Moderation policy and procedures.
- ⊕ The Portfolios to be assessed.
- ⊕ The Assessment and Moderation Guide.
- ⊕ The Assessor Review.
- ⊕ The Moderation tool/instrument/report.

Role and Responsibility of the Moderator relating to planning and preparation

The moderator is responsible for the planning and preparation of the moderation of assessments. This is done in two phases:

- ⊕ Preparation of all assessors for Moderation.
- ⊕ Own preparation for the moderation of assessments.

Preparation of All Assessors for Moderation

The Moderator must ensure that all the assessors have a common understanding of the assessment and moderation processes and principles. It is thus essential that the moderator meets with all assessors at least twice a year (January and June) for this purpose.

Pre-Moderation Meeting Agenda

A standing agenda for this meeting should include at least the following:

- ⊕ Principles of assessment and moderation.
- ⊕ The moderation procedure.
- ⊕ The appeals procedure.
- ⊕ Any other relevant topic.
- ⊕ Must be signed by all relevant parties.

Pre-Moderation Meeting Minutes

- ⊕ Must contain details of discussions of all the above.
- ⊕ Must be signed by all relevant parties.

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Pre-Moderation Communication with Assessors (Portfolios)

Once the assessed portfolios have been issued to the moderator, the moderator needs to communicate with the assessor to confirm:

- ⊕ That moderation will be conducted.
- ⊕ The programme that will be moderated.
- ⊕ The names of the learners.
- ⊕ The scope of the moderation.
- ⊕ Whether all assessment documentation was received.
- ⊕ That the assessor would be contacted should any challenges occur.

On-site (workplace) Moderation Planning and Preparation

On planning for moderation where the moderator will be an observer during the assessment process, the moderator will be required to do the following:

- ⊕ Determine what assessment instruments/tools will be examined and get a copy as well as an assessor guide.
- ⊕ Determine what unit standard will be moderated and get a copy.
- ⊕ Unpack relevant unit standard.
- ⊕ Get copy of pre-assessment meeting form.
- ⊕ Determine the purpose and scope of the moderation i.e. Moderation of preparation meeting (observation); moderation of observation; moderation of feedback to the learner”.
- ⊕ If an appeals moderation, get copy of appeals form.
- ⊕ Confirm when the moderation will take place, specific date, time, venue.
- ⊕ Determine the costs involved in conducting the moderation and who is responsible for what, e.g. arranging for PPE, or special equipment, etc.
- ⊕ Determine the role players who will be receiving feedback on the moderation.
- ⊕ Obtain copy of moderation policy and procedure.
- ⊕ Use appropriate moderation tools.
- ⊕ Conduct the necessary preparations for conducting an on-site moderation.
- ⊕ Request assessment documentation from the relevant assessor/admin assistant.
- ⊕ Ensure that all relevant information required for moderation is available.

Moderation Plan

- ⊕ Must state the details of the assessment to be moderated (assessor name, assessment description, assessment date, time, and venue).
- ⊕ Must state the moderator’s name.
- ⊕ Must indicate the scope and purpose of the moderation.
- ⊕ Must be signed by all relevant parties (except the learners).
- ⊕ The following pens will be used for the above assessment and moderation process.
 - Learners will use black for first assessment evidence and blue for remediation.
 - Assessor will use pink for assessing and orange for corrections.
 - Moderator will use purple for moderation.
 - External moderator/verifier will use the colour as stipulated by the relevant ETQA.

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Procedure for the Moderation Plan

- ⊕ Moderator receives a request from the learner admin assistant for moderation which includes:
 - A list of names of learners.
 - Alignment of the unit standard to the specific outcomes.
 - The type of moderation to be conducted.
 - Time frames for moderation.
 - Number of portfolios for moderation – competent as well as not yet competent.
 - Assessor Review Reports.
- ⊕ Moderator indicates learners' portfolios selected for moderation on the plan.
- ⊕ Moderator indicates list of assessors, registration numbers, expiry dates according to unit standards or qualifications assessed on the moderation plan.

Moderation Documents

- ⊕ Moderation Plan.
- ⊕ Moderation observational checklist (only in the case where the moderator observed the assessment process).
- ⊕ Moderation Tool which includes the Moderation Review.
- ⊕ Moderation Feedback to Assessor.
 - Must be signed by moderator and assessor.
 - Must state details of assessment, assessor, and moderator.

Moderator Review of Moderation

- ⊕ Forms part of the Moderation Tool.
- ⊕ List of good and bad practices of moderator's procedure and conduct.
- ⊕ Signed and dated by moderator.

Moderator Feedback on Moderation

- ⊕ Complete all associated documentation.
- ⊕ Give feedback, verbally and in writing, to the assessor regarding the outcome of the moderation, as well as advice for improvement and further development.
- ⊕ In the case of an overturned assessment decision, the moderator needs to give clear instructions to the assessor of what must be done to remediate the overturned portfolios.
- ⊕ Give feedback to other stakeholders if necessary.
- ⊕ Finalise the moderation report.

Assessor Feedback on Moderation

- ⊕ The assessor gives written feedback to moderator on moderation.
- ⊕ Feedback is signed and dated by assessor and moderator.

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Moderator Report and Trend Analysis

The Moderator needs to analyse all the moderations done and needs to compile an overarching report that highlights trends identified:

- ⊕ Moderation report on all assessments moderated.
- ⊕ Trends in good and bad practices during assessment should be identified.
- ⊕ Recommendations for interventions and improvement should be made.
- ⊕ Signed and dated by the moderator.
- ⊕ Moderator should monitor the implementation of approved changes and recommendations.

Moderator Reports

Moderator reports should include at least the following three kinds of reports:

- ⊕ One detailed report (Moderation tool) per batch of assessments moderated.
 - Part one on instruments, assessment plan and assessment guide.
- ⊕ Part two on principles of good assessment and all aspects of training and assessments. It should also remark on quality of performance and recommend measures to improve quality of training, evidence gathering and assessments.
- ⊕ One detailed report per assessor on his/her performance. The report should include comments to justify judgements and be developmental and positive. It should also include a summary of general trends, recommendations and observations made.

Procedures

The moderation procedure will follow the steps prescribed in the Moderate Outcomes-based assessment Unit Standard:

- ⊕ Plan and prepare for moderation.
- ⊕ Conduct moderation.
- ⊕ Advise and support assessors.
- ⊕ Report, record and administer moderation.
- ⊕ Review moderation.

Plan and Prepare for Moderation

- ⊕ The learner Admin clerk notifies the moderator of the moderation.
- ⊕ Learner Admin Clerk prepares all relevant documentation and portfolios.
- ⊕ Moderator selects sample of portfolios to be moderated.
- ⊕ Portfolios are signed out to moderator.
- ⊕ Moderator compiles moderation plan.
- ⊕ Moderator notifies the assessor electronically about the moderation. The mail should include the names and ID numbers of the learners, the unit standard/s title/s and ID number/s and the scope of the moderation.

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Conduct Moderation

The Moderator records the assessor's names, registration numbers, names and ID numbers of learners and related unit standards on the Moderation Report Form.

Moderator uses Moderation Report form to check:

- ⊕ Assessment process
 - Planning and preparation documents.
 - Conducting of assessment.
 - Feedback provided.
 - Assessment Review.
- ⊕ Assessment Evidence
 - Assessment tools.
 - Learner Evidence.
- ⊕ Whether VARCS principles of evidence were applied.

Moderator Judgement

The moderator makes one of the following judgments:

- ⊕ Assessment decision upheld.
- ⊕ Assessment decision not upheld.
- ⊕ Assessment decision upheld with minor changes to admin.

Advise and Support Assessors

- ⊕ The moderator provides overall feedback to the relevant assessors on the moderation report and individual feedback to each assessor on all assessments conducted.
- ⊕ The individual feedback is confidential and is mailed to each assessor. This feedback should focus on:
 - Good practices; (compliance).
 - Bad practices; (non-compliance).
 - Trends detected.
 - Recommendations for improvement.
 - Feedback from Assessor.
- ⊕ In the case where an assessment decision was overturned, the assessor should receive clear instructions on how to remediate. Moderator should indicate clearly how the assessor should approach the remediation with the learners.

Report, Record and Administer Moderation

The Moderator completes the following reports:

- ⊕ Moderation Plan.
- ⊕ Moderation Report.
- ⊕ Assessor Feedback Report.
- ⊕ Overarching Moderation Report.

These reports are handed to the Learner admin clerk for updating the database and to accompany the portfolios for verification.

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Moderation Review

The moderation Review forms part of the Moderation Report. The moderator needs to reflect on the strengths and weaknesses of the moderation system and make recommendations for improvement.

Documents

FORMS & TEMPLATES F&T : MODERATION PLAN FORM
FORMS & TEMPLATES F&T 43: NOTIFICATION OF MODERATION FORM
FORMS & TEMPLATES F&T 44: PORTFOLIO OF EVIDENCE CONTROL DOCUMENT FORM
FORMS & TEMPLATES F&T 45: GENERAL MODERATION CHECKLIST FORM
FORMS & TEMPLATES F&T 46: MODERATOR'S OVERALL FEEDBACK REPORT TO ASSESSOR FORM
FORMS & TEMPLATES F&T 47: MODERATION RECORDS CHECKLIST FORM
FORMS & TEMPLATES F&T 48: MODERATION REPORT FORM
FORMS & TEMPLATES F&T 49: MODERATION NON-CONFORMANCE REPORT FORM

Related Policies

Assessment Policy P41 and PR41
RPL Policy P42 and PR42
CAT Policy P43 and PR43
Assessment of Fundamentals Policy P44 and PR44
Re-assessment Policy P46 and PR46
Appeals Policy P48 and PR48

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Administration

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ENJO Consultants (Pty) Ltd	REFERENCE:	P49 & PR49
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Administration & Communication Policy	EFFECTIVE DATE:	03 March 2020
	REVISION DATE:	01 March 2021
Compiled by QMR	Authorized by HOD	Reviews by QMR

Administration & Communication Policy: P49 and PR49

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Administration & Communication Policy: P49 and PR49

Information

ENJO Consultants (Pty) Ltd will implement procedures for Administration and Communication which will take into consideration the needs of Employees, Customers, Staff and Stakeholders.

Administration

Administration procedures will include requirements for ensuring a Management Information System (MIS) is established and implemented. The MIS will include a computerised Customer/Employee data base and provide accurate information required for Internal Management of Administrative functions and External Liaison with SAQA and the relevant ETQA, SETQA, SETA Quality Assurance body.

Information will include updates on Key Performance Indicators (KPI's) required by these bodies, at the required intervals, as well as on ENJO Consultants (Pty) Ltd Performance Indicators for its Objectives. Procedures will include the use of Statistical Techniques to analyse and review the information, particularly for its accuracy. There will be adequate controls to protect the security of information, and to ensure efficient access to information.

Communication

Communication procedures will include requirements for ensuring reliable communication and dissemination of information within the organisation, especially when change is planned. There will be an appropriate Executive Personnel and Staff structure (inclusive of Executive Directors component), with clear remits and regular staff meetings where information is gathered and given, analysed and interpreted, and at which necessary action is identified clearly, with responsibilities and deadlines decided. Meetings will act as a focus for reviews and provide opportunities for staff at all levels to participate in decision making.

Procedures will be implemented for conveying information accurately from Customers, Personnel/Staff, Stakeholders and Management to all appropriate areas and persons, and for routine communications between Personnel/Staff. Procedures will be implemented for establishing and maintaining all contacts appropriate to the Companies Skills Development and Training Services, e.g. for all ages and all diverse kinds of customers, Careers Service for own employees.

ENJO Consultants (Pty) Ltd will use computer-based technology where and when appropriate, to the greatest possible extent to support the Administration and Communication procedures.

Purpose

The purpose of this document is to provide a clear policy for the administrative policy and procedure within ENJO Consultants (Pty) Ltd and to ensure proper administration of facilities, communication, equipment, and other resources of ENJO Consultants (Pty) Ltd.

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Definitions

Glossary	Definition
Administration	is a method of tending to or managing the affairs of a business or a company?

Scope

This policy is applicable to all internal employees of ENJO Consultants (Pty) Ltd as well as members of the public that intends to utilise facilities and resources of SETA.

Policy Applications

Facilities

This policy is designed to address the needs of SETA as well as other agencies or companies which can need to use facilities for meetings, training, etc.

The required policies, procedures and guidelines are as follows:

- ⊕ Persons interested in using a part of the facility must apply in writing and submit to the training manager in advance of the intended use.
- ⊕ If the training department is conducting learning programmes, admin enrolment staff /facilitators MUST ensure that all learners meet the prerequisite(s) of the course that they will be attending.
- ⊕ All facilitators using the facility MUST setup the rooms (tables and chairs) to their own specifications. When the facilitator is done using the facility, they **MUST** place everything back to its original state.
- ⊕ Any persons responsible for abuse or damage of facility and/or equipment may result in a suspension from further use of the facility and/or be held liable for all cost incurred to repair the damages. Any incident, injury, or “near-miss” MUST be reported to the training manager within 24 hours.
- ⊕ Anyone falsifying records for use of the facility will be suspended from further use of the facility for a period of not less than three (3) years. Facilitators will also be subject to loss of their employment with ENJO Consultants (Pty) Ltd and may be reported falsifying records.
- ⊕ The “No-Show” of a group for a reserved date will automatically cancel future use of the facility by that group. At least three (3) days’ notice should be given to the training manager if a group determines they cannot be at the facility after reserving the facility.
- ⊕ The facility is available on designated days, nights, and weekends for when scheduled classes are not in session.
- ⊕ All requests will be handled on a first come, first serve basis upon receipt of the completed application, subject to the training manager’s approval. At that time, ENJO Consultants (Pty) Ltd will receive approval or non-approval. All requests must be approved by the training managers who coordinate the facility calendar events.
- ⊕ Fees must be paid in advance.

Telephone

Non-Business Purposes

ENJO Consultants (Pty) Ltd telephone lines are used to their full extent. So that the maximum capacity of telephone lines is available for company business, employees should minimize their use of ENJO Consultants (Pty) Ltd telephone system for non-business purposes

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Long Distance

Long distance calls for any personal reasons are not authorised and are prohibited. Personal calls should never interfere with work and should be kept to a minimum. Employees should caution friends and relatives to consider the need to attend to business calls.

Long distance calls or a large amount of incoming calls for personal use are prohibited.
Any abuse shall be charged back to employee and could result in disciplinary action, including termination.

Voice Mail

In an employee's absence, the switchboard will monitor voice mail messages to verify that business-related calls are being returned or serviced properly. Voice mail messages recorded on Company equipment are the property of ENJO Consultants (Pty) Ltd.

As a result, employees have no expectation of privacy in any voice mail messages left on ENJO Consultants (Pty) Ltd system and should act and treat the system accordingly. Messages can be disclosed, monitored, copied, retrieved, or reviewed at any time, with or without the permission, prior or otherwise, of the employee by ENJO Consultants (Pty) Ltd.

Use of Personal Cell Phones

The use of personal cellular telephones during execution of work (facilitation) is strongly discouraged. Such devices must be on silent or vibration mode during facilitation and must be turned off during any meeting.

Calls to and from employee cellular telephones shall be treated as personal calls and subject to Company policy on limiting personal calls.

Internet and Computer Usage

Prohibited Sites

Employees shall use the Internet and electronic mail for business related purposes only.

Certain websites are always absolutely prohibited, such as sites containing pornography or advocating discriminatory, hateful, or violent actions. The receipt or transmission of obscene, illegal, violent, discriminatory, or other information that may result in harassment or defamation are always strictly forbidden.

Personal Use of Internet and Computers

Access of non-business websites or use of e-mail for personal use during business hours is discouraged and may result in discipline action including termination. ENJO Consultants (Pty) Ltd system shall not be used to circulate or forward jokes, inspirational material, or other non-work-related items to co-workers.

Mass emailing, and related messages, is rarely appropriate and solicitations are strictly prohibited. Whether an employee has abused ENJO Consultants (Pty) Ltd email system is a function of the frequency of the misuse and the disruption to the employee's work and that of other employees.

Expectation of Privacy

Internet communications should not be expected to remain private and confidential. Computers and related equipment are Company property provided for each employee's legitimate business use.

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All messages sent on electronic and telephone communication systems provided by ENJO Consultants (Pty) Ltd remain the property of ENJO Consultants (Pty) Ltd. As such, ENJO Consultants (Pty) Ltd reserves the right to access, intercept, and disclose the content of any message or deleted message with or without permission, prior or otherwise.

In an employee's absence, ENJO Consultants (Pty) Ltd will monitor the employee's electronic mail to verify that business-related messages are being serviced properly.

Typically, such monitoring will include forwarding the employee's email to a supervisor or another employee. The employee does not have any expectation of privacy in any e-mail messages or their content in any aspect of any computer system provided, owned, or controlled by ENJO Consultants (Pty) Ltd.

Proper Business Communication

ENJO Consultants (Pty) Ltd provides electronic mail (email) services to all employees and learners through ENJO Consultants (Pty) Ltd name-owned software and servers accessible within and external to ENJO Consultants (Pty) Ltd computing network.

The use of these email services (include but are not limited to the transmission, receipt, and archiving of all messages and attachments as well as all email account information) is restricted only for the conduct of ENJO Consultants (Pty) Ltd business and applies to all employees and learners. Violation of this policy will result in immediate and appropriate disciplinary action.

Mail

Incoming mail is opened by a designated employee in the presence of another employee.

Employees are instructed to have personal mail delivered to personal addresses.

The mail clerk or another designated employee:

- ④ Writes a receipt immediately for any funds received, initials the receipt, and has the mail clerk initial it also, excluding petty cash reimbursement warrants to be cashed.
- ④ Affixes restrictive endorsements on all checks and other negotiable items except petty cash reimbursement warrants to be cashed.
- ④ The manager must enforce adequate internal controls over incoming mail to ensure that receipts are accounted for properly.

Safety

Employees, Learners, Visitors and Property

The safety of Company employees, learners, visitors, and property is of highest priority. Every employee is responsible for ensuring that ENJO Consultants (Pty) Ltd is a safe place. Any threat to the safety or security of ENJO Consultants (Pty) Ltd must be reported to a manager immediately.

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Safeguard / Secure Assets

ENJO Consultants (Pty) Ltd has in its possession highly valuable and marketable commodities -- equipment, office supplies, and moneys in the form of cash and cheques. Each employee has an on-going and continuous obligation as part of his/her term of employment to assist in safeguarding and securing all such assets.

Logging Off and Locking Up

The Last person to leave the office at any time will make sure that and all doors are locked, and all lights and electrical equipment are off. Each employee is responsible for logging off his/her computer prior to leaving.

Follow Regulations

Employees must follow all applicable safety regulations relating to attire or conduct as may be issued with respect to any job or position or to any area within ENJO Consultants (Pty) Ltd.

Archiving System

Refer to Recordkeeping Policy P14

Telephone Etiquette

ENJO Consultants is committed to providing the highest quality of customer service to our clients. To that end, these basics of telephone etiquette must be followed. Inappropriate handling of telephone communications may be grounds for disciplinary action.

Telephone communication is often the first image/impression that a person gets of the company. It is of utmost importance that it is done professionally.

Procedure to answer calls:

- ⊕ All telephone calls must be answered by the third ring. If you are on another line or conversing with someone else, politely pause that conversation and pick up the phone in your area.
- ⊕ Answer with a friendly greeting and a smile, the name of the organization and identifying yourself. Your smile shows even through the phone line.
- ⊕ Politely ask the caller for their name. This shows your interest in them. If you have asked their name, use it in your conversation with them.
- ⊕ Speak clearly and slowly. Never have something in your mouth – this includes gum.
- ⊕ Ask permission before placing a caller on hold and wait for their response.
- ⊕ If the caller asks why they are being placed on hold, provide an answer. For example, “would you mind holding while I pull your file?” or “Can you please hold while I see if the who you are looking is available?”
- ⊕ Check in frequently when someone is on hold to assure them you are still working on their issue – at least every 30 seconds.
- ⊕ If a problem will take more than a few minutes to resolve, offer to research the issue and get back to them if they prefer.
- ⊕ Call-backs must be done within 30 minutes. If the issue takes longer to resolve, call the client back within 30 minutes to explain.
- ⊕ Always thank the caller when taking them off hold.
- ⊕ Transfer the person to the desired person’s extension, not the phone room.

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- ⊕ Advise the caller of the name of the person you are transferring them to. Tell them that if the person does not pick up, it is because they are either with a client or on another call, and “to leave a message and the call will be returned”. Offer to take a message if they prefer.
- ⊕ Announce the caller and briefly describe their issue when possible to preclude the client from having to do so again.
- ⊕ Before hanging up, ask the caller if all their questions have been resolved. For example, “Is there something else I can help you with?”
- ⊕ End with a pleasantry. For example, “Thank you for calling ENJO Consultants (Pty) Ltd,” or “Have a nice day.”
- ⊕ Let the caller hang up first. This shows you were not in a rush to get off the phone with them.

Taking a message

Where taking a message you need to do the following:

- ⊕ It would be great if you could always transfer a phone call immediately to the person the caller is asking for, but as we all know, this is not always possible. For the instances in which you need to take a message, make sure you have your message pad or a piece of paper handy.
- ⊕ Let the caller know that the person they requested is unavailable, but you can take a message to pass on to them.
- ⊕ The best way to start is to jot down the caller’s name and confirm the spelling. It is important that this is accurate.
- ⊕ Next, ask for the caller’s phone number, and repeat the phone number to them. This gives reassurance to the person on the other end that you have noted everything accurately.
- ⊕ Once you have the name and phone number, ask what information the caller would like you to pass on to the person they are trying to contact.
- ⊕ If the caller wishes to leave more information in the message, ensure that you take it down accurately. As always, confirm that you have noted everything correctly in the message.
- ⊕ Now that you have the message, thank the caller, explain that you will pass the message on to the appropriate person as soon as possible.
- ⊕ The final stage is to give the message to the appropriate person and to let that person know the caller is expecting to hear from them.
- ⊕ Always remember to remain polite, patient, and professional when taking calls skills.
- ⊕ All messages are to be emailed to the relevant party, including date and time of the call.

E-mails

In the age of the Internet, you might find yourself clicking “reply,” typing up a quick response, and hitting “send” without giving so much as a thought about what you have just written. But experts agree that your e-mail behaviour has the potential to sabotage your reputation both personally and professionally.

- ⊕ **Only discuss public matters.** We have all heard the stories about a “private” e-mail that ended up being passed around to the entire company, and in some cases, all over the Internet. One of the most important things to consider when it comes to e-mail etiquette is whether the matter, you are discussing is a public one, or something that should be talked about behind closed doors. Ask yourself if the topic being discussed is something, you would write on company letterhead or post on a bulletin board for all to see before clicking “send.”
- ⊕ **Briefly introduce yourself.** Do not assume the person receiving your e-mail knows who you are or remembers meeting you. If you are uncertain whether the recipient recognizes your e-mail address

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or name, include a simple reminder of who you are in relation to the person you are reaching out to; a formal and extensive biography of yourself is not necessary

- ⊕ **Do not "e-mail angry."** E-mailing with bad news, firing a client or vendor, expressing anger, reprimanding someone, disparaging other people in e-mails (particularly if you are saying something less than kind about your boss) are all major no-no's. Because e-mail can seem so informal, many people fall into this trap. Always remember that e-mail correspondence lasts forever.
- ⊕ **Use exclamation points sparingly.** The maximum number of exclamation points in a business e-mail? One. Otherwise, you risk looking childish and unprofessional.
- ⊕ **Be careful with confidential information.** Refrain from discussing confidential information in e-mails such as someone's tax information or the particulars of a highly sensitive business deal. Should the e-mail get into the wrong person's hands, you could face serious - even legal - repercussions.
- ⊕ **Respond in a timely fashion.** Unless you work in some type of emergency capacity, it is not necessary to be available the instant an e-mail arrives. Depending on the nature of the e-mail and the sender, responding within 24 hours is acceptable.
- ⊕ **Refrain from sending one-liners.** "Thanks," and "Oh, OK" do not advance the conversation in any way. Feel free to put "No Reply Necessary" at the top of the e-mail when you do not anticipate a response.
- ⊕ **Avoid using shortcuts to real words, emoticons, jargon, or slang.** Words from grown, businesspeople using shortcuts such as "4 u" (instead of "for you"), "Gr8" (for great) in business-related e-mail is not acceptable. If you would not put a smiley face or emoticon on your business correspondence, you should not put it in an e-mail message. Any of the above has the potential to make you look less than professional.
- ⊕ **Keep it clean.** Nothing annoys recipients more than when people reply and leave the messages messy, for example, an e-mail chain that includes excessive carets (>>>), or pages and pages of e-mail addresses that were not protected using Bcc. You can get rid of carets by selecting the text, Ctrl+F to use the Find and Replace command to find a caret and replace all of them with nothing. You can get rid of all the e-mail addresses just by deleting. Clean it up, then send it.
- ⊕ **Be clear in your subject line.** With inboxes being clogged by hundreds of e-mails a day, it is crucial that your subject line gets to the point. It should be reasonably simple and descriptive of what you have written about. Expect that any e-mail with a cute, vague, or obscure subject will get trashed. Also, proof your subject line as carefully as you would proof the rest of the e-mail.
- ⊕ **Do not get mistaken for Spam.** Avoid subject lines that are in all caps, all lower case, and those that include URLs and exclamation points - which tend to look like Spam to the recipient.
- ⊕ **Your subject line must match the message.** Never open an old e-mail, hit Reply, and send a message that has nothing to do with the previous one. Do not hesitate to change the subject as soon as the thread or content of the e-mail chain changes.
- ⊕ **Provide a warning when sending large attachments.** Sending unannounced large attachments can clog the receiver's inbox and cause other important e-mails to bounce. If you are sending something that is over 500KB, senders should ask, 'Would you mind if I sent you an attachment? When would be the best time for you?'
- ⊕ **No more than two attachments and provide a logical name.** Unless it has been specifically requested, refrain from sending a message with more than two attachments. Also, give the attached file(s) a logical name so the recipient knows immediately the subject and the sender.
- ⊕ **Send or copy others only on a need to know basis.** Before you click Reply All or put names on the Cc or Bcc lines, ask yourself if all the recipients need the information in your message. If they do not, why send it? Take time to send your messages to the right people.

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- ⊕ **Beware of the "reply all."** Do not hit "reply all" unless every member on the e-mail chain needs to know. You want to make sure that you are not sending everyone on a list your answer-; whether they needed to know or not.
- ⊕ **Pick up the phone.** When a topic has lots of parameters that need to be explained or negotiated and will generate too many questions and confusion, do not handle it via e-mail. Also, e-mail should not be used for last minute cancellations of meetings, lunches, interviews, and never for devastating news. If you have an employee or a friend you need to deliver bad news to, a phone call is preferable. If it is news you must deliver to a large group, e-mail is more practical.
- ⊕ **Evaluate the importance of your e-mail.** Do not overuse the high priority option. If you overuse this feature, few people will take it seriously. A better solution is to use descriptive subject lines that explain exactly what a message is about.
- ⊕ **Maintain privacy.** If you are sending a message to a group of people and you need to protect the privacy of your list, you should always use "Bcc." Additionally, avoid giving out e-mail addresses to a third party (such as an invite, newsletter, etc). Make sure that addresses you willingly hand over to third parties stay with them, especially when the service they are offering is free.
- ⊕ **Keep it short and get to the point.** The long e-mail is a thing of the past. Write concisely, with lots of white space, to not overwhelm the recipient. Make sure when you look at what you are sending it does not look like a burden to read - feel free to use bullet points. The person reading your e-mail should not have to dig through several paragraphs to figure out what you are asking. You should state the purpose of the e-mail within the first two sentences. Be clear and be up front.
- ⊕ **Know your audience.** Your e-mail greeting and sign-off should be consistent with the level of respect and formality of the person you are communicating with. Also, write for the person who will be reading it - if they tend to be very polite and formal, write in that language. The same goes for a receiver who tends to be more informal and relaxed.
- ⊕ **Always include a signature.** You never want someone to have to look up how to get in touch with you. If you are social media savvy, include all your social media information in your signature as well. Your e-mail signature is a great way to let people know more about you, especially when your e-mail address is does not include your full name or company.
- ⊕ **Only use an autoresponder when necessary.** An automatic response that says, "Thank you for your e-mail message. I will respond to you as soon as I can" is useless. However, one thing these messages do great is alert spammers that your e-mail is real and that they can add you to their spam list.
- ⊕ **Your e-mail reflects you.** Every e-mail you send adds to or detracts from your reputation. If your e-mail is scattered, disorganized, and filled with mistakes, the recipient will be inclined to think of you as a scattered, careless, and disorganized businessperson. Other people's opinions matter and in the professional world, their perception of you will be critical to your success.

Tips for email Etiquette

- ⊕ Write concisely.
- ⊕ Check Spelling.
- ⊕ Check grammar.
- ⊕ Check punctuation.
- ⊕ Do not write in bold and capitals only.

ENJO Signature:

Kind Regards

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Feedback email to learners

Not Yet Competent email to Learners

Dear Boitumelo

Thank you for submitting your ATP portfolio.

I have been assigned as your assessor by ENJO Consultants, from my assessment I have identified some areas that still require additional evidence.

Kindly find attached the Remediation Request. Evidence should be submitted within 15 days of receipt of email.

Please do not respond and address, all communication to support@enjoconsultants.co.za

Competent email to Learners

Hi Claire

I have been assigned as your assessor by ENJO Consultants, from my assessment I have found that you have provided sufficient evidence to meet the requirements of the unit standard.

Attached find my Assessment Feedback Report and the Learner Feedback to the Assessor - kindly complete, sign and date the relevant sections. It would be appreciated if the reports could be returned to me by 26 November 2018

On completion of all the assessments the evidence will be submitted for moderation.

Please do not respond to this email, all communication must be directed to support@enjoconsultants.co.za

Congratulations!

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Documentation?

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POLICIES AND PROCEDURES		DATE COMPILED:	01 February 2020
Record Keeping Policy		EFFECTIVE DATE:	03 March 2020
		REVISION DATE:	01 March 2021
Compiled by QMR	Authorized by HOD	Reviews by QMR	

Record Keeping Policy: P50 and PR50

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31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Record Keeping Policy: P50 and PR50

Purpose

This policy seeks to ensure that Company business is adequately documented through the generation and capture of records, that those records are managed in accordance with best practice and that they are disposed of in an orderly and accountable way. It provides the context for the development of strategy, policy, systems, and procedures on recordkeeping at ENJO Consultants (Pty) Ltd.

Definitions

Glossary	Definition
Recordkeeping	is the making and maintaining of complete, accurate and reliable evidence of business transactions in the form of recorded information. It is a critical function that is performed through the collective action of employees and systems throughout all companies.

Scope

This policy is applicable to all employees employed at ENJO Consultants (Pty) Ltd on a permanent, contract and/or temporary basis.

Policy Application

ENJO Consultants (Pty) Ltd must have a recordkeeping program which establishes recordkeeping policies, standards, guidelines, and procedures.

The records management program should be as following:

- ⊕ Identifiable from all other existing programs.
- ⊕ Supported by company policy.
- ⊕ Planned.
- ⊕ Ensure formal responsibility for all aspects of the records management program is appropriately assigned.
- ⊕ Positioned at the most effective level within ENJO Consultants (Pty) Ltd structure of ENJO Consultants (Pty) Ltd.
- ⊕ Ensure that records management operations and systems are organised according to the needs and structure of the public office, the nature of its business and the prevailing technological and regulatory environments.
- ⊕ Employed by personnel with appropriate skills.
- ⊕ Implemented throughout ENJO Consultants (Pty) Ltd.
- ⊕ Audited regularly.

Outcomes to be achieved through the implementation of the records management program include:

- ⊕ Better management of the risks associated with the existence or lack of evidence of company activity.
- ⊕ Recordkeeping infrastructures which help minimise the risk of mismanagement or corruption.
- ⊕ Support for the objectives of Company archival policies and procedures.

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- ⊕ Minimum performance standards for recordkeeping at ENJO Consultants (Pty) Ltd.
- ⊕ The provision of records management services directly to departments of ENJO Consultants (Pty) Ltd and assistance for departments to manage their records on a devolved basis.
- ⊕ Education for employees at all levels about recordkeeping practices and responsibilities.
- ⊕ The retention of information as records where required and the disposal of duplicate or unnecessary material from recordkeeping systems.
- ⊕ Improved access to records and improved decision making.
- ⊕ Better performance of business activities throughout ENJO Consultants (Pty) Ltd.
- ⊕ Better company accountability.

Record Keeping Program

ENJO Consultants (Pty) Ltd will establish a recordkeeping program to ensure that Company records are adequately created, managed, and archived during business. The program will comply with SAQA and other relevant standards, legislative and recordkeeping requirements, and other company policies.

Responsibilities

Formal responsibility for the records management program will be delegated to an appropriate manager. The role of the Manager is to:

- ⊕ Establish records management policies for ENJO Consultants (Pty) Ltd as a whole.
 - ⊕ Establish corporate standards for recordkeeping and records management.
 - ⊕ Measure performance of business units and workgroups against those standards.
 - ⊕ Provide consulting services to business units.
 - ⊕ Develop corporate electronic records management strategies.
 - ⊕ Work with other managers of information resources to develop a coherent information architecture across ENJO Consultants (Pty) Ltd.
 - ⊕ Work with other accountability stakeholders, including auditors, and executive management, to ensure that recordkeeping systems support company and public accountability.
 - ⊕ Recordkeeping is not the responsibilities of archivists, records managers, or systems administrators alone, but is an essential role of all employees. Users and stakeholders of the recordkeeping company policies and guidelines affecting recordkeeping, particularly those concerning misconduct and maladministration.
 - ⊕ Responsibility for the effectiveness of the program rests with nominated individuals at all levels in ENJO Consultants (Pty) Ltd employees must be aware of their recordkeeping responsibilities within the program and related best practice guidelines.
- Maintaining awareness and knowledge of Company policies and guidelines is the responsibility of all Company employees.

Electronic Records

Electronic records are records which are communicated and maintained by means of electronic equipment and as such are a part of the recordkeeping program at ENJO Consultants (Pty) Ltd. Best practice guidelines on the management of electronic records including email will be issued periodically.

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Archival Records

Records of a continuing value to ENJO Consultants (Pty) Ltd and which have been determined to have administrative, fiscal, legal, evidential, or historic value to ENJO Consultants (Pty) Ltd will be retained in ENJO Consultants (Pty) Ltd Archives.

All learner records must be kept for a period of 5 years as per ETQA requirement. These records include:

- ⊕ Learner personal information.
- ⊕ Enrolment.
- ⊕ Progress and achievements.
- ⊕ Assessment and moderation records.
- ⊕ Certification records.
- ⊕ Scanned assessed portfolios.

Policy Management

An integral part of the recordkeeping program at ENJO Consultants (Pty) Ltd will be the development of systems to create, capture, codify and disseminate this policy to ENJO Consultants (Pty) Ltd community.

Standards, Legislations and Regulations

The recordkeeping program at ENJO Consultants (Pty) Ltd is subject to a full range of Laws applying to ENJO Consultants (Pty) Ltd, which include occupational health and safety, financial and company, copyright, breach of confidence, defamation, privacy, contempt of court, harassment, vilification and anti-discrimination legislation, the creation of contractual obligations, and criminal Laws.

Some Laws and agreements require ENJO Consultants (Pty) Ltd to give access to records or the information contained therein to parties outside ENJO Consultants (Pty) Ltd community. These include telecommunications legislation, freedom of information legislation, Evidence Act, other legal rules (e.g. concerning subpoenas), agreements with external internet suppliers that govern the transmission of e-mail and publication by electronic means.

The electronic recordkeeping system operating on ENJO Consultants (Pty) Ltd computers and related telecommunications systems are protected by criminal Law provisions in computer crime Laws and telecommunications interception Laws.

Codes of Best Practice

A good recordkeeping program enables ENJO Consultants (Pty) Ltd to account for decisions and actions by providing essential evidence in the form of records. Sound recordkeeping practices are a fundamental basis for accountable and efficient business, effective service delivery and the preservation of the collective memory of the documents. ENJO Consultants (Pty) Ltd is concerned with all aspects of its recordkeeping independent of the technological medium.

The policy will be supported by codes of best practice and operational guidelines. A range of training, bulk records storage and consultancy services offered by ENJO Consultants (Pty) Ltd will provide further guidance and assistance to employees at the practical level.

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ENJO Consultants (Pty) Ltd is required to keep records and is aware of the associated benefits of good recordkeeping practices, including:

- ⊕ Support for policy formulation and managerial decision-making.
- ⊕ Meeting legislative and regulatory requirements.
- ⊕ Protection of the rights of members of ENJO Consultants (Pty) Ltd and the interests of ENJO Consultants (Pty) Ltd.
- ⊕ Better performance of business activities in ENJO Consultants (Pty) Ltd.
- ⊕ Protection and support for ENJO Consultants (Pty) Ltd when involved in litigation, including the better management of risks associated with the existence or Lack of evidence in ENJO Consultants (Pty) Ltd activity.
- ⊕ Support for consistency, continuity and productivity in management and administration.
- ⊕ Documentation of ENJO Consultants (Pty) Ltd activities, development, and achievements.
- ⊕ Support for research and development activities.

ENJO Consultants (Pty) Ltd is also aware of poor recordkeeping practices including:

- ⊕ Failure of employees or systems to make records in the first place.
- ⊕ Making records that are inadequate to meet accountability and other requirements.
- ⊕ Failure to capture records into recordkeeping systems so that they are subject to arbitrary destruction or cannot be found when required.
- ⊕ Failure to identify and retrieve the authoritative version of a record where multiple versions exist.
- ⊕ Failure to maintain records during the time necessary to meet specific accountability requirements.
- ⊕ Failure to assign responsibility for different aspects of recordkeeping at appropriate levels in ENJO Consultants (Pty) Ltd.

Protection of Records

Records will be preserved and maintained over time for as long as required to meet administrative, legal, fiscal, and archival requirements.

Access to Records

All records received or created by ENJO Consultants (Pty) Ltd employees in the course of their work for ENJO Consultants (Pty) Ltd are official records that belong to ENJO Consultants (Pty) Ltd and are to be available and accessible to any authorised employee's member.

An employee's right to access records will be determined by the relevance of the records to the performance of their duties, their level of delegated authority, privacy considerations, legal professional privilege, commercial-sensitivity and other specific considerations where confidentiality restricts the normal right of access to records. Authorisation from a member of the administrative employees may be required before access is granted.

Employees are not permitted to give access to Company records to unauthorised persons or agencies.

ENJO Consultants (Pty) Ltd is required to comply with legislation that permits access to its records by members of the public and authorised external agencies, or as part of a legal process such as discovery or subpoena. Applications for access to Company records must be in writing, and access is subject to exemptions permitted by specific legislation and to privacy, legal and commercial considerations. Company records must remain

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available and accessible while they are required to meet administrative needs and external accountability requirements.

Retention and Disposal of Records

- ⊕ Employees are required to retain and dispose of Company records in accordance with retention and disposal authorities.
- ⊕ Employees are required to comply with the retention and disposal standards.
- ⊕ Company and learner records must be appraised for possible continuing archival value. That is, records with historical significance to ENJO Consultants (Pty) Ltd as well as interest to the community and learners must be retained permanently in Company archives.
- ⊕ Any records subject to legal processes such as discovery and subpoena or required for internal or external review or investigation or relevant to an application made under the Freedom of Information Act must be protected and not destroyed even if the retention period has passed.
- ⊕ Records with no value to ENJO Consultants (Pty) Ltd may be destroyed at any time without reference to the disposal authorities. These records only need to be retained for a very limited period and include announcements of social events, leaflets, flyers, and copies or extracts of documents sent only for reference.
- ⊕ Where the official version of a record is verified as being already maintained in ENJO Consultants (Pty) Ltd recordkeeping system a copy may be destroyed at any time without reference to the disposal authorities.

Procedure?

Documents?

Related Policies?

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Document & Record Management Policy: P51 and PR51

Introduction

ENJO Consultants (Pty) Ltd will manage all documents and records that relate to requirements of the Quality Management System including, but not limited to the following:

- ⊕ Personnel/Staff records.
- ⊕ Management System records.
- ⊕ SETQA records.
- ⊕ QCTO records.
- ⊕ SAQA Records.
- ⊕ Learner Records.
- ⊕ Financial Records.
- ⊕ Registered letters.
- ⊕ General correspondence.

Document and Record Management activities will ensure the following:

- ⊕ Appropriate documents are reviewed and approved by authorised personnel prior to issue and use.
- ⊕ Pertinent issues of appropriate documents are available at all locations where they are required.
- ⊕ Obsolete documents are promptly removed from all points of issue or use.
- ⊕ Changes made to documents are identified in the document or attachment, and that all such changes are approved by authorised personnel prior to being implemented.
- ⊕ Records will be maintained to demonstrate the efficient running of the organisation and the effective operation of the Quality Management System.
- ⊕ All records will be legible and readily retrievable and be kept preventing loss or deterioration.
- ⊕ Retention times for archiving records will be established and no records will be destroyed without prior approval of authorised personnel.

Control of records will include identification, collection, indexing, access, storage, maintenance, and disposition.

Purpose

The purpose of this procedure is to describe the methods used by ENJO Consultants (Pty) Ltd to manage all documents and records that relate to the implementation of the Quality Management System.

Scope

The scope of the procedure includes the receipt, identification, review, approval, filing, distribution and maintenance of the following documents and records:

- ⊕ Management system documents and records.
- ⊕ Learner documents and records.
- ⊕ Staff documents and records.
- ⊕ SAQA, ETQA and DoE documents and records.
- ⊕ General correspondence.
- ⊕ Electronic mail.
- ⊕ Faxes.

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- ⊕ Registered letters.

References

- ⊕ SAQA Regulation No R1127 of 1998.
- ⊕ Further Education and Training Act (Act 98 of 1998).
- ⊕ National Education Policy Act (Act 27 of 1996).

Definitions

Glossary	Definition
Document	information and its supporting medium, e.g. paper, magnetic or electronic
Record	document stating results achieved or providing evidence of activities performed

Responsibilities

The responsibility for implementing the requirements of this procedure rests with ENJO Consultants (Pty) Ltd Director and Administration Staff.

Procedure

Management System Documents and Records

Flowchart FC 3: Management System Documents and Records

- ⊕ Management system documentation, i.e. Quality policies and System Procedures, will be uniquely identified by a number and revision status and reviewed and approved by the Director prior to issue and use.
- ⊕ Revisions to these documents will be reviewed and approved in the same manner as the first issues and the nature of all changes made will be identified in the document revision record sheet in each document.
- ⊕ The issue of these documents will be controlled by an issue register.
- ⊕ All documentation relating to the operation of ENJO Consultants (Pty) Ltd Management System, e.g. minutes of meetings, Management Reviews, Quality Committee records, will be filed separately in files reserved only for this purpose and maintained by the Director's PA/Secretary.

Learner Documents and Records

Learner documents and records will be received and checked, by ENJO Consultants (Pty) Ltd Administration personnel/staff, to ensure all relevant documents have been completed correctly and receipts have been issued for all submissions.

The following records will be stored in a learner file in a cabinet as well as on a computerised database:

- ⊕ Learner Registration Form – to be completed prior to training, or on first day of training.
- ⊕ Learner ID – A certified copy to be handed in by learner for filing in learner file.
- ⊕ Attendance register of programme – to be completed on each day of training.

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- ⊕ Learner Feedback on facilitation – to be completed on Last day of training.
- ⊕ Learner feedback from assessments – to be completed after moderation assessment.
- ⊕ Learner Records – mark sheets to be completed with assessment and moderations.
- ⊕ Feedback to learner – to be completed after moderation assessment.
- ⊕ Copy of issued certificates to be stored on the MIS.
- ⊕ Learner documents and records will be filed by student number and the files maintained by the Admin department.
- ⊕ All learner information uploaded on the database as required by the relevant ETQA.
- ⊕ After the verification visit by the SETA, such records will be archived.

Record Management Process

Flowchart FC 4: Record Management Process

Before Training:

- ⊕ Quotation is sent to learner/client.
- ⊕ Booking is done.
- ⊕ Registration form is completed by learner and sent back.
- ⊕ Learner is registered on database.
- ⊕ Learner Guides and Portfolios are printed and prepped.

After Training:

- ⊕ Attendance register is filed and stored on database.
- ⊕ Learner feedback on training is filed and stored on database.

After Receipt of Portfolio:

- ⊕ Portfolio is registered on database.

Assessment:

- ⊕ Portfolio is sent to assessor.
- ⊕ Learner is notified.
- ⊕ Database is updated with assessor and portfolio details.
- ⊕ Portfolio is returned from assessor.
- ⊕ Feedback is placed on learner file.
- ⊕ Database is updated.

Moderation:

- ⊕ Portfolio is sent to moderator.
- ⊕ Learner is notified.
- ⊕ Database is updated with moderator and portfolio details.
- ⊕ Portfolio is returned from moderator.
- ⊕ Database is updated.

After Moderation:

- ⊕ Learner is notified of results.
- ⊕ Feedback is placed on learner file.
- ⊕ Results are uploaded onto ETQA database.
- ⊕ Verification is requested.

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After Verification:

- ⊕ Results are endorsed.
- ⊕ Statement of Results (SoR) and certificates are printed.
- ⊕ SoR and Certificates are sent to learner/client by courier or collected at the office.

Staff Documents and Records

Personnel/staff documents and records will be maintained by the HR Department.

ETQA and DoE Documents and Records

SAQA, ETQA and DoE documents and records will be filed in separate, uniquely identified files, and be maintained by the director.

General Correspondence

All correspondence, i.e. letters, circulars, memos, will be received for processing and channelling by the Director.

All letters (except personal mail) will be opened, date stamped, sorted, distributed, or filed as necessary by the administration staff.

Circulars will be listed, numbered, circulated for attention to which it might be of concern, signed by putting down the relevant person's initials only, and returned to the Admin Personnel/Staff to be filed for reference.

Memos will be distributed for attention as per the distribution list shown on the memo.

Letters of complaint will be date stamped, registered, and filed in the "Complaints File", maintained by the Director, ready for resolution by the Director and the chairman of the Management Board.

Faxes

Incoming faxes are received in the office of the Director and distributed as required.

Outgoing faxes are recorded by date, destination and fax number, and a record maintained for three months.

Registered Letters

Incoming registered letters will be received by signature of the postal receipt slip and processing in accordance with the nature of the letter.

Outgoing registered letters will be recorded, prior to posting, showing details of date sent and the recipient, in view of tracking.

E-Mails

Records must be kept appropriately by each recipient, for incoming and outgoing mails.

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Documentation

The following documentation is required for implementation of this Procedure:

- ⊕ Management System Document issue register.
- ⊕ Date Stamp.
- ⊕ Document file registers.
- ⊕ Fax file register.

Records

The following records are required to be maintained by implementation of this Procedure:

- ⊕ Management system records.
- ⊕ All other records.
- ⊕ General correspondence inclusive of Memo's and e-mailed instructions.
- ⊕ Faxes.
- ⊕ Registered letters.

Security and Integrity of the Database

Databases within the organisation will be based on two systems, the current system which is hardcopy (paper based) and the way forward to an electronic version.

The following procedures are to be followed for the hard copy data base:

- ⊕ All documents to be locked in a lockable filing cabinet.
- ⊕ No documents may be left lying around.
- ⊕ A register to be kept of who has had access the documents.
- ⊕ Only authorised persons may gain access to the data base.

The following procedures are to be followed for the electronic data base:

- ⊕ The computer needs to be password protected.
- ⊕ Each user needs their own password.
- ⊕ Backup is to be kept offsite

Only the relevant authorised persons may have access to the data.

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ENJO Consultants (Pty) Ltd	REFERENCE:	P52 & PR52
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Reporting Policy	EFFECTIVE DATE:	03 March 2020
	REVISION DATE:	01 March 2021
Compiled by QMR	Authorized by HOD	Reviews by QMR

Reporting Policy: P52 and PR52

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Reporting Policy: P52 and PR52

Purpose

The purpose of this policy is to describe what/how ENJO Consultants (Pty) Ltd information will be recorded.

Scope

This policy is applicable to all employees employed at ENJO Consultants (Pty) Ltd on a permanent, contract and/or temporary basis.

Policy Application

ENJO Consultants (Pty) Ltd will implement a system for maintaining and updating detailed information on all customers and employees passing through the organisation.

The system will include the following information as a minimum:

- ⊕ Name of the employee/learner.
- ⊕ Unique employee/customer number or reference/ID number.
- ⊕ Contact details.
- ⊕ demographics, i.e. age, gender, location, etc.
- ⊕ Education and training background and experience, e.g. prior credits or qualifications, prior learning, and previous learning experiences.
- ⊕ Special needs (if any) e.g. disabilities or functional difficulties.
- ⊕ Additional needs (if any) e.g. further experience or new technology.
- ⊕ Motivation for entering a new work programme or learning programmes is registered.
- ⊕ Resource factors, e.g. place and date of work site experience and equipment and materials used.
- ⊕ Comprehensive verifying records.
- ⊕ Standard and qualifications for position occupied and achievements.

ENJO Consultants (Pty) Ltd will ensure that employee and learner information is kept strictly confidential, except for reporting to authorised bodies such as the relevant SETA ETQA or SAQA, or where Employees may wish information to be divulged to outside parties such as potential employers or sponsors.

Documents

Document ID	Description

Related Policies

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ENJO Consultants (Pty) Ltd	REFERENCE:	P53 & PR53
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Learner Certification Policy	EFFECTIVE DATE:	03 March 2020
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Compiled by QMR	Authorized by HOD	Reviews by QMR

Learner Certification Policy: P53 and PR53

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
31 July 2018	John Sandys	Mr		V02
03 March 2020	John Sandys	Mr		V03

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Learner Certification Policy: P53 and PR53

Purpose

The purpose of this policy is to describe the format for learner certification applied by ENJO Consultants (Pty) Ltd in line with prescribed requirements.

Definitions

Glossary	Definition
Certificate	is a document certifying that one has met specified requirements or document issued to a person who completed a course of study which can be a Skills Programme, National Certificate, Diploma or Degree?

Scope

The scope of this policy covers the certification of learners after successfully completing a learning programme registered on National Qualifications Framework. Certification will only be done after a verification visit from the relevant SETA.

Flowchart FC 11: Certification Process

Policy Application

Certificates for Skills Programmes

ENJO Consultants (Pty) Ltd will issue certificates for registered unit standards and qualifications after the verification visit and after the Statement of Results (SoR) has been issued by the ETQA.

The learner must retain the certificate issued by ENJO Consultants (Pty) Ltd as proof of achievement until a full qualification has been achieved. The certificate should, as a minimum, contain the following:

- ⊕ Institution name.
- ⊕ Company logo.
- ⊕ Company registration number.
- ⊕ Full Names & Identity Number of the learner.
- ⊕ Training attended.
- ⊕ Signatures.
- ⊕ Date of achievement.
- ⊕ Date of issue.
- ⊕ Logo of SETA involved.
- ⊕ Unit Standard ID, title, credits and NQF level.

Certificates will be issued once the moderators and assessors agree that the learner has achieved the required objectives and has demonstrated competency in the specific learning area. The issuing of certificates will be determined by the nature of the course. Learners will be informed of the date of issue of certification on completion of the course.

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Once the programme has been moderated the SETA will be approached to do a verification visits to verify the results. Once these have been completed the SETA will issue a certificate of competence and the statement of results.

National Certificates and Diplomas for Full Qualifications

National certificates and diplomas are issued by the relevant ETQA. These are issued at the end of the learning period after the learner had earned all the relevant credits for the full qualification.

- ⊕ Learner completes all relevant programmes for the full qualification.
- ⊕ Learner accumulates all credits for the qualification.
- ⊕ Learner completes FISA if required.
- ⊕ Learner Admin uploads all credits and submits SoR to ETQA.
- ⊕ Learner Admin requests the certificate or diploma from the ETQA.

Issuing Duplicate Certificates

Should a learner lose the issued certificate, no original replacements will be made.

- ⊕ The learner needs to apply for a duplicate certificate on the prescribed form.
- ⊕ The learner will pay a fee for issuing of a duplicate at a fee to be determined by ENJO Consultants (Pty) Ltd from time to time based at the annual budget meeting.
- ⊕ Once proof of payment is received, the learner may be issued with a duplicate certificate.
- ⊕ A water mark in red indicating that it is a duplicate.

Security Procedure

ENJO Consultants (Pty) Ltd will ensure the integrity, security and control of certificates issued to prevent fraudulent certificates being issued. The following measures will be applicable:

- ⊕ All certificates will be printed according to the ETQA specifications in the format determined by the ETQA.
- ⊕ All issued certificates will bear the ENJO Consultants (Pty) Ltd logo and the relevant ETQA logo and project the image of ENJO Consultants (Pty) Ltd.
- ⊕ Competence certificates will only be issued against NQF registered unit standards.
- ⊕ Certificates will be signed by the Director and Training Manager.
- ⊕ An ENJO Consultants (Pty) Ltd embossed silver stamp will be added to each certificate.
- ⊕ Printed certificates will be kept in a secure room/cabinet with restricted access.
- ⊕ A certificate printed register will be maintained.
- ⊕ A certificate issued register will be maintained when learners collect certificates.

Documents

Application for duplicate certificate
Certificates Printed Register
Certificates Issued/Collected Register

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ENJO Consultants (Pty) Ltd	REFERENCE:	P54 & PR54
POLICIES AND PROCEDURES	DATE COMPILED:	01 February 2020
Learner Certification Policy	EFFECTIVE DATE:	03 March 2020
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COVID 19 Policy: P54 and PR54

Rev Date	Name	Title	Signature	Version
15 July 2017	John Sandys	Mr		V01
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COVID 19 Policy: P54 and PR54

Purpose

This company policy includes the measures we are actively taking to mitigate the spread of coronavirus. you are kindly requested to follow all these rules diligently, to sustain a healthy and safe workplace in this unique environment. It is important that we all respond responsibly and transparently to these health precautions. We assure you that we will always treat your private health and personal data with high confidentiality and sensitivity. This coronavirus (COVID-19) company policy is susceptible to changes with the introduction of additional governmental guidelines. If so, we will update you as soon as possible by email. The legislation governing workplaces in relation to COVID – 19 is the Occupational Health and Safety Act, Act 85 of 1993, as amended, read with the Hazardous Biological Agents Regulations. Section 8 (1) of the Occupational Health and Safety (OHS) Act, Act 85 of 1993, as amended, and requires the employer to provide and maintain as far as is reasonably practicable a working environment that is safe and without risks to the health of employees. Specifically, section 8(2)(b) requires steps such as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard before resorting to personal protective equipment (PPE). However, in the case of COVID-19, a combination of controls is required, although the main principle is to follow the hierarchy of controls. However, before the implementation of control measures, current risk assessments need to be reviewed and updated, considering the new hazards posed by exposure to COVID-19 in the workplace. This is in accordance with Section 8 (2) (d) of the OHS Act.

Definitions

Glossary	Definition
Certificate	is a document certifying that one has met specified requirements or document issued to a person who completed a course of study which can be a Skills Programme, National Certificate, Diploma or Degree?

Scope

This coronavirus policy applies to all our employees who physically work in our office(s). We strongly recommend to our remote working personnel to read through this action plan as well, to ensure we collectively and uniformly respond to this challenge.

Policy Application

Policy, Guidance and Safe Work Procedures

Associated with the COVID-19 Pandemic in the workplace – post lockdown.

Policy brief & purpose

This company policy includes the measures we are actively taking to mitigate the spread of coronavirus. You are kindly requested to follow all these rules diligently, to sustain a healthy and safe workplace in this unique environment. It is important that we all respond responsibly and transparently to these health precautions.

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We assure you that we will always treat your private health and personal data with high confidentiality and sensitivity. This coronavirus (COVID-19) company policy is susceptible to changes with the introduction of additional governmental guidelines. If so, we will update you as soon as possible by email.

The legislation governing workplaces in relation to COVID – 19 is the Occupational Health and Safety Act, Act 85 of 1993, as amended, read with the Hazardous Biological Agents Regulations. Section 8 (1) of the Occupational Health and Safety (OHS) Act, Act 85 of 1993, as amended, and requires the employer to provide and maintain as far as is reasonably practicable a working environment that is safe and without risks to the health of employees.

Specifically, section 8(2)(b) requires steps such as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard before resorting to personal protective equipment (PPE).

However, in the case of COVID–19, a combination of controls is required, although the main principle is to follow the hierarchy of controls.

However, before the implementation of control measures, current risk assessments need to be reviewed and updated, considering the new hazards posed by exposure to COVID-19 in the workplace. This is in accordance with Section 8 (2) (d) of the OHS Act.

Scope

This coronavirus policy applies to all our employees who physically work in our office(s).

We strongly recommend to our remote working personnel to read through this action plan as well, to ensure we collectively and uniformly respond to this challenge.

Policy elements

The following documented guidance and safe work procedures outline the required actions employees should take to protect themselves and their co-workers from a potential coronavirus infection.

1. Primary symptoms of COVID-19

The following symptoms may develop in the 14 days after exposure to someone who has COVID-19 infection:

- ⊕ Dry cough
- ⊕ Sore throat
- ⊕ Shortness of breath/ difficulty in breathing
- ⊕ Redness of eyes
- ⊕ Body aches
- ⊕ Loss of smell
- ⊕ Loss of taste
- ⊕ Nausea
- ⊕ Vomiting
- ⊕ Diarrhoea
- ⊕ Fatigue
- ⊕ Weakness

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⊕ Tiredness

Infections can cause more severe symptoms in people with weakened immune systems, older people, and those with long-term conditions like diabetes, cancer, and chronic lung disease.

2. What to do if you develop symptoms

People who contract COVID-19 may take anywhere from one to twenty-one days to develop symptoms. Even if you do not have a history of travel to a COVID-19 affected region or contact with an individual who has contracted the illness, you must still inform your healthcare provider if you present with symptoms of COVID-19.

Hotline for the COVID-19 as per the Department of Health website:



Employees should notify their line manager/supervisor and stay at home if they are sick and have been booked off. All employees should follow the company's sick leave policy in such situations. If the company has reason to suspect that an employee has been infected with COVID-19 or an employee becomes ill at work, the employer will request the employee to leave the workplace and seek medical treatment and/or testing immediately.

3. Quarantine and working from home

If an employee has been in close contact with an individual who has since been diagnosed with COVID-19, the employee must immediately inform their employer and contact the COVID-19 Hotline. Close contact means that the employee was in face-to-face contact (i.e. within 1.5 metres) or in a closed space for more than 15 minutes with a person with COVID-19.

If, after informing the Department of Health, the employee is required to self-quarantine then the following policies will apply:

- ⊕ If the employee can work during this period, then there is no requirement to submit a sick leave or annual leave request. The employee is, however, required to report daily to their line manager.
- ⊕ Should the employee become sick during this period, then normal sick leave policy will apply, if the employee's sick leave entitlement under the section is exhausted, management make application for an illness benefit in terms of clause 4 of the Directive issued on 25 March 2020 on the COVID-19 Temporary Employer Relief Scheme under regulation 10(8) of the Regulations promulgated in terms of section 27(2) of the Disaster Management Act;

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4. How does COVID-19 spread?

COVID-19 is most likely to spread when there is close contact (1.5 metres or less) with an infected person. It is likely that the risk increases as the period of exposure to an infected person lengthens. Contaminated droplets produced when an infected person coughs or sneezes are the main means of transmission. There are two main routes by which people can spread COVID-19:

- ⌚ Infection can be spread to people who are nearby as droplets are inhaled into the lungs.
- ⌚ It is also possible that someone may become infected by touching a surface, object or the hand of an infected person who has been contaminated and then touching their own mouth, nose, or eyes.

5. Guidance and Safe Work Procedures

- a. Specifically:
The implementation and monitoring of control measures related to the COVID-19 Virus in the workplace post the countrywide lock down.
- b. Objectives:
To continue to eliminate and prevent all employees from contracting the COVID-19 Virus whilst carrying out their duties and tasks at work. The OHS Act read in conjunction with the Hazardous Biological Agents Regulations requires the employer to provide and maintain as far as is reasonably practicable a working environment that is safe and without risks to the health of employees. All safe work procedures and this policy are governed by the Act and the various Regulations.
- c. Responsibility and Authority
 - ⌚ The management team is responsible to the CEO in setting standards, and associated objectives and targets in line and referenced by Section 16 of the OHS Act.
 - ⌚ Managers, Supervisors and their OHS Representative(s) will monitor compliance for their respective departments and ensure achievement of the objectives in their respective departments in line with and referenced under Section 8 of the OHS Act

6. Safe Work Procedures

- a. Indications / Symptoms:
 - ⌚ If any of your team members has even the slightest symptoms (e.g. cough, fever, difficulty breathing) ask them to go home.
 - ⌚ Be discreet; we do not want to make anyone feel uncomfortable.
 - ⌚ This is a pandemic outbreak; it is not anyone's fault if they get infected, but we do need to minimize the risk.
 - ⌚ Contact HR as soon as possible – we might need to sanitize the office or take other drastic measures.
- b. Training
- c. Suppliers / Courier Services
 - ⌚ Suppliers have a duty to inform either their delivery teams or courier company principles to abide by the rules – or face the risk of being turned away at our gates.
 - ⌚ Supplier drivers and or their appointed courier services are to abide strictly with the requirements listed above under the Security protocols.
- d. Visitors
 - ⌚ Effective immediately, visitation will be restricted from external partners, customers, candidates, and any other guests in our offices unless prior arrangements have been made.

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- ⌚ Please cancel any meetings you may have already planned with them and reach out to our IT department to get support on how to run these meetings virtually if possible.
- ⌚ We are cancelling any scheduled events that would take place in our offices.
- ⌚ Do not make plans to host other events until further notice.
- ⌚ You are also advised to refrain from visiting partners' offices and scheduling meetings in co-working spaces.
- e. Mental Health
 - ⌚ It is natural that some team members might get stressed over this situation. Management must be sympathetic and let them know that we will all get through this tough time together.
 - ⌚ Try to avoid negative words that imply emergency and danger and opt for a more empathetic, calm tone. You can also encourage your team members to talk about their feelings and concerns during face to face meetings.
 - ⌚ We do take and will continue to take precautionary measures so that we can keep working with a lower risk factor, but we realize that health is the top priority at this point.
 - ⌚ Be mindful of the inevitable changes in production and use this time to re-evaluate how you and your team are collaborating and how you can adapt to new working styles as we might need to work remotely for some time.
- f. Travel
 - ⌚ All business trips, no matter the destination, are now cancelled. If you have something planned, talk to your manager; we will try to rearrange trips when we have official guidance that it is safe to travel, or follow published guidance from the company.
 - ⌚ If you have recently travelled (to any location) or live with someone who did, please reach out to HR and your manager to undertake screening and health evaluations
 - ⌚ As a precautionary measure, we might ask you to work from home for another 14 days until you are fully asymptomatic.
- g. PPE
 - ⌚ While engineering and administrative controls are considered effective in minimising exposure to COVID-19, PPE is the primary medium to prevent exposures. Remember that the virus is passed on through person to person contact.
 - ⌚ Examples of PPE include gloves, goggles, face shields, face masks, gowns, aprons, coats, overalls, hair, and shoe covers and respiratory protection, when appropriate.
 - ⌚ No persons will be allowed to enter the premises without the wearing of appropriate and published PPE requirements.
- h. Commuting
 - ⌚ Wear a face mask and gloves if you travel in public transport.
 - ⌚ Hand sanitizer must be used prior to handling any fixtures/fittings in the vehicle.
 - ⌚ If possible, use a digital wallet to make all payments instead of dealing cash.
 - ⌚ Wash your hands as soon as you reach home or office.
 - ⌚ If possible, you could request your manager to also allow you to move your shift timings enough so you can travel to work and back during non-peak hours.
- i. Personal Hygiene

Many of us are already cautious when it comes to office hygiene, but in times like these, we ask you to ensure you follow these official guidelines:

 - ⌚ Wash your hands regularly throughout the day for at least 20 seconds at a time.
 - ⌚ Use hand sanitizers with at least 70% alcohol – we will ensure the work areas are suitably equipped, so you can find one anywhere.
 - ⌚ Avoid touching your face – especially eyes, nose, and mouth – with your hands. Cover your mouth with your elbow when you cough or sneeze.
 - ⌚ Open the windows regularly to ensure regular fresh air flow.

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Your health is our top priority, so we will keep an eye on any developments around the hygiene issues and will let you know if there are any extra precautionary measures, we all need to apply.

j. Auditing

Auditing of this guidance as well as specific health and safety requirements under the OHS Act will be undertaken on a weekly basis.

- ⊕ Audit schedule is available.
- ⊕ Non-Compliance by individuals will result in immediate suspension from work activities.
- ⊕ Verbal and written warnings will be issued, and could result in permanent loss of employment

k. Communication

- ⊕ It is of utmost important that daily toolbox talks are conducted, in order to keep staff abreast of any issues, developments and changes implemented by Government, the Company and local communities.
- ⊕ Notices must be posted in prominent locations should any changes and recommendations be implemented coming out of any safety meetings
- ⊕ Signage must be posted in and around the work areas as well as in ablutions and change rooms as per the samples below:



l. Risk Assessment

- ⊕ It is important that a comprehensive Risk Assessment is carried out specific to your workplace. For further assistance and guidance as well as guidance and recommendations in this regard, please contact Safety officer.

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	Baseline Risk Assessment	BRA 01
	Prevention of Contacting Corona Virus – COVID 19	
	Safety, Health and Environment	Version 1

Risk Evaluation Table					Persons at Risk	Risk Factors	
Likelihood of Harm Occurring		2 Remote	4 Possible	6 Probable			
Severity of Injury or Harm	6 Fatal / Major Injury	M	M	H	E – Employees C – Contractors O – Others i.e. Members of the Public / Clients employees	25 → 36	High Risk. Intolerable, eliminate, Safety Method Statements to reduce risk to a tolerable level.
	4 Reportable Injury	L	M	M			
	2 First Aid or Minor Injury	L	L	M		12 → 24	Medium Risk. Tolerable only with the full implementation of all of the control measures identified below
						1 → 11	Low Risk. Reduce risk further where cost and time allows. Maintain all basic disciplines and controls.
		Likelihood	Severity	Risk Factor	Notes/Comment on Evaluation		
Potential Health Risk		6	6	36	Extremely High Risk – could lead to death		
Potential Ergonomic Risk		2	2	4	Ensure sufficient spacing and avoid close contact between employees		
Environmental Risk		2	2	4	Waste Disposal of used tissues/masks/gloves		

m. Social Distancing at work

- ⌚ Ensure that there is a space of 1.5-2 meters between all seats. The lockdown may be partially but that does not mean that there is no need for social/physical distancing anymore.
- ⌚ You spend 8-9 hours at work and must maintain a proper distance from everyone during this time, whether they seem fine or not. There are no exceptions to this rule.
- ⌚ Avoid crowded lifts and take the staircase instead. If you need to touch the railing for support, be sure to wash your hands with soap and water as soon as you reach the office - even before you set your bag down at the desk.

n. Avoid mass gatherings

- ⌚ Always follow published National Guidance
- ⌚ That does not just apply to parties, weddings and funerals and places of prayer, but also, your cafeteria and conference venues.
- ⌚ While we're sure there will be further recommendations on how many people should be allowed to assemble in an area, just generally avoiding being in a group of more than four people might be a good idea until the rate of coronavirus infection slows down in the country.
- ⌚ Internal as well as client meetings should still be conducted via video conferencing as much as

o. Meetings

- ⌚ Consider whether a face-to-face meeting or event is needed - could it be replaced by a teleconference or any other electronic platform.
- ⌚ Could the meeting be scaled down so that fewer people attend?
- ⌚ Ensure that all participants in the meeting have washed their hands for 20 seconds or utilised a hand sanitiser prior to the meeting commencing.
- ⌚ Ensure that all delegates are seated at least one and a half metre apart.

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- ⌚ The names and contact details of all participants in the meeting should be retained for at least one month. This may be done through the completion of a register and will assist healthcare authorities in tracing those who have been exposed to COVID-19 if a participant does become ill with the virus shortly after the meeting.
- ⌚ If a participant should contract the virus shortly after the meeting, the company must inform all participants.
- p. Hygiene in the workplace
 - ⌚ All visitors and employees entering the offices must be requested by the receptionist to wash their hands or utilise a hand sanitiser on entering the premises.
 - ⌚ Coughs and sneezes must be covered with a tissue; the tissue must be disposed of in the relevant waste bin.
 - ⌚ Frequently touched objects, including workstations and surfaces, must be cleaned, and disinfected using a regular household cleaning spray or wipe.
 - ⌚ Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom, before eating and after blowing your nose, coughing, or sneezing.
 - ⌚ If soap and water are not readily available, an alcohol-based hand sanitiser with at least 70% alcohol must be used.
 - ⌚ Handshakes with any staff or clients must be AVOIDED; one's face should not be touched either.
- q. Wearing face masks

The use of face masks covering the mouth and nose is compulsory, when in public, entering any building, premises, work and when utilising public transport. Persons without a face mask will not be permitted to enter the worksite, as required by Chapter 5(1) and 5(2) of the Risk Adjustment Strategy Regulations (29 April 2020).
- r. Seminars, Training and Conferences

No employee may attend external seminars, training, or conferences, unless approved by the Director. The presentation of seminars and training to clients will be converted to online/blended facilitation.
- s. COVID-19 Manager

A COVID-19 Manager will be appointed to ensure the implementation of and adherence to Standard Operating Procedures for the risk mitigation of COVID-19 in the workplace, as required by Government Notice NO. 479 29 APRIL 2020 - 479 Disaster Management Act (57/2002): Covid-19 Occupational Health and Safety Measures in Workplaces Covid-19 (C19 OHS), 2020 and the Risk Adjustment Strategy Regulations of 29 April 2020. It is recommended that a COVID-19 Response Team is also appointed to assist, where necessary, with the implementation of and adherence to Standard Operating Procedures for the risk mitigation of COVID-19 in the workplace.
- t. COVID-19 Compliance Officer

A COVID-19 Compliance Officer will be appointed, which may be the same appointee as the COVID-19 Manager. The Compliance Officer is required to develop a plan for the phased in return of employees to the workplace, prior to reopening the workplace for business. The plan must include the following:

 - ⌚ Which employees are permitted to work?
 - ⌚ What the plans for the phased-in return of their employees to the workplace are.
 - ⌚ What health protocols are in place to protect employees from COVID-19; and
 - ⌚ The details of the COVID-19 Compliance Officer.
- u. Consequence of breach

If an employee breaches this policy the necessary disciplinary action will be taken. It is important to note that the company's sick leave policy will not be adjusted or become flexible during the outbreak of COVID-19. The normal sick leave policy which is in line with Labour Law will still apply.

It is the employee's responsibility to contact management should he/she have any queries related to this Policy.

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Related Policies

OHS Policy P11 and PR11

Documents

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Forms

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Forms & Templates: HR F&T 1a: Employment Application Form

Application / Vacancy Details																								
Vacancy Ref No:										Date														
Vacancy Applied For																								
Are you responding to an employment vacancy advertisement										<input type="checkbox"/> Yes <input type="checkbox"/> No														
Where did you hear of the vacancy?																								
Desired salary																								
Specific benefits																								

Personal Details																																		
Last Name																																		
Previous Name (if changed)																																		
First Name										Title (Mr/Mrs, etc.)																								
Middle Name										Please submit a certified copy of ID																								
ID No.																																		
Alternative ID Type (please tick box)										521 – SAQA Member ID <input type="checkbox"/>					527 – Passport <input type="checkbox"/>					529 – Driver's Licence <input type="checkbox"/>					531 – Temporary ID <input type="checkbox"/>									
533 – None <input type="checkbox"/>					535 – Unknown <input type="checkbox"/>					537 – Student Number <input type="checkbox"/>					538 – Work Permit <input type="checkbox"/>					539 – Employee No. <input type="checkbox"/>					540 – Birth Cert. <input type="checkbox"/>									
541 – HSRC Register <input type="checkbox"/>					561 – ETQA Record <input type="checkbox"/>																													
Alternative ID No.																																		
Date of Birth																																		
The information below is for statistical reasons only																																		
Nationality (please tick box)										Unspecified – U <input type="checkbox"/>					South Africa – SA <input type="checkbox"/>					Namibia – NAM <input type="checkbox"/>					Botswana – BOT <input type="checkbox"/>									
Zimbabwe – ZIM <input type="checkbox"/>					Angola – ANG <input type="checkbox"/>					Mozambique – MOZ <input type="checkbox"/>					Lesotho – LES <input type="checkbox"/>					Swaziland – SWA <input type="checkbox"/>					Malawi – MAL <input type="checkbox"/>									
Zambia – ZAM <input type="checkbox"/>					Mauritius – MAU <input type="checkbox"/>					Tanzania – TAN <input type="checkbox"/>					Seychelles – SEY <input type="checkbox"/>					Zaire – ZAI <input type="checkbox"/>					Rest of Africa – ROA <input type="checkbox"/>									
Europe – EUR <input type="checkbox"/>					Central and South America – SOU <input type="checkbox"/>					Australia and New Zealand – AUS <input type="checkbox"/>					Other and rest of Oceania – OOC <input type="checkbox"/>																			
Citizen Resident Status (please tick box)										Unknown – U <input type="checkbox"/>					South Africa – SA <input type="checkbox"/>					Other – O <input type="checkbox"/>					Dual (SA plus Other) – D <input type="checkbox"/>									
Gender (please tick box)										Male – M <input type="checkbox"/>					Female – F <input type="checkbox"/>																			
Equity (please tick box)										BA – Black African <input type="checkbox"/>					BC – Black Coloured <input type="checkbox"/>					BI – Black Indian <input type="checkbox"/>					U – Unknown <input type="checkbox"/>					WH – White <input type="checkbox"/>				
Home Language (please tick box)																																		
<input type="checkbox"/> Afr – Afrikaans					<input type="checkbox"/> Eng – English					<input type="checkbox"/> Ita – Italian					<input type="checkbox"/> Rus – Russian					<input type="checkbox"/> Spa – Spanish					<input type="checkbox"/> Xho – isiXhosa									
<input type="checkbox"/> Ara – Arabic					<input type="checkbox"/> Fre – French					<input type="checkbox"/> Mas – Masai					<input type="checkbox"/> Sep – sePedi					<input type="checkbox"/> Swa – siSwati					<input type="checkbox"/> Xit – xiTshonga									
<input type="checkbox"/> Bul – Bulgarian					<input type="checkbox"/> Ger – German					<input type="checkbox"/> Nde – isiNdebele					<input type="checkbox"/> Ses – seSotho					<input type="checkbox"/> Swe – Swedish					<input type="checkbox"/> Zul – isiZulu									
<input type="checkbox"/> Chi – Chinese					<input type="checkbox"/> Gre – Greek					<input type="checkbox"/> Oth – Other					<input type="checkbox"/> Set – seTswana					<input type="checkbox"/> Tsh – tshiVenda														
<input type="checkbox"/> Dan – Danish					<input type="checkbox"/> Heb – Hebrew					<input type="checkbox"/> Pol – Polish					<input type="checkbox"/> Shl – Swahili					<input type="checkbox"/> U – Unknown														
<input type="checkbox"/> Dut – Dutch					<input type="checkbox"/> Hin – Hindi					<input type="checkbox"/> Por – Portuguese					<input type="checkbox"/> Sho – Shona					<input type="checkbox"/> Urd – Urdu														
Disability Status (please tick box)																																		
<input type="checkbox"/> N – None					<input type="checkbox"/> 02 – Hearing					<input type="checkbox"/> 04 – Physical					<input type="checkbox"/> 06 – Emotional					<input type="checkbox"/> 08 – Unspecified														
<input type="checkbox"/> 01 – Sight					<input type="checkbox"/> 03 – Communication					<input type="checkbox"/> 05 – Intellectual					<input type="checkbox"/> 07 – Multiple					<input type="checkbox"/> U – Status Unknown														
Have you ever been convicted of a crime?										<input type="checkbox"/> Yes <input type="checkbox"/> No																								
If yes, please give details of the number of conviction(s), nature of offense(s), dates, sentence(s) and rehabilitation details:																																		

Please turn over/...

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Contact Details																								
Tel No. Home										Tel No. Work														
Cell No.										Fax No.														
Email																								
Physical Address																								
Code																								
Postal Address																								
Code																								
Centre / Municipality																								
Province																								
<input type="checkbox"/> 0 – Undefined					<input type="checkbox"/> 3 – Northern Cape					<input type="checkbox"/> 6 – North West					<input type="checkbox"/> 9 – Limpopo					<input type="checkbox"/> N – SA National (Province not specified)				
<input type="checkbox"/> 1 – Western Cape					<input type="checkbox"/> 4 – Free State					<input type="checkbox"/> 7 – Gauteng					<input type="checkbox"/> X – Outside SA									
<input type="checkbox"/> 2 – Eastern Cape					<input type="checkbox"/> 5 – Kwazulu-Natal					<input type="checkbox"/> 8 – Mpumalanga														
School Qualifications																								
Highest School Qualification																								
School Attended																								
Tertiary Qualifications																								
Year					Qualification															Institution				
Employment Details																								

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Forms & Templates: HR F&T 2a: Application for Employment - Acknowledgement of Receipt

[Date]

[Applicant]

[Street Address or Postal Address]

[City, Province and Code]

Dear [Applicant]:

APPLICATION: VACANCY FOR _____

Thank you for the recent application we received from you for the vacancy for _____ with our company. Our human resources department will contact you in due course.

Thank you again for your interest.

Sincerely

[Your Name]

[Your Title]

ENJO CONSULTANTS (PTY) LTD

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Forms & Templates F&T 2b: Application for Employment – Rejection

[Date]

Your Ref:

Our Ref:

Vacancy Reference:

Commented [HN1]: Is this necessary? It is not used in the acknowledgement letter

[Applicant]

[Street Address/Postal address]

[City, Province and Postal/Code]

Dear [Applicant]

APPLICATION: VACANCY FOR _____

Commented [HN2]: Must have a topic line

Thank you for your recent enquiry with regards to the vacancy for _____. We appreciate your interest in working for our business.

After reviewing your credentials, we have determined that your qualifications do not suit our needs at this time. We regret to inform you that the application was unsuccessful.

We will keep your application on file for future reference.

Again, thank you for your interest in ENJO CONSULTANTS (Pty)Ltd.

Commented [HN3]: Perhaps already put Enjo's name in

Sincerely,

Commented [HN4]: There is no comma after sincerely

[Your Name]

[Your Title]

ENJO CONSULTANTS (Pty)Ltd.

Commented [HN5]: Perhaps already put Enjo's name in

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Forms & Templates F&T 3a: Contract of Employment

To be typed onto a company letterhead, pages must be numbered.

EMPLOYER DETAILS			
Company Name			
Address 1			
Address 2			
City			
Province			
Code			
Telephone		Fax	
Email		Skype	
Website			
Other			

EMPLOYEE DETAILS			
Last Name			
Maiden Name			
First Name			
Middle Name			
Address 1			
Address 2			
City			
Province			
Code			
Telephone		Fax	
Email		Skype	
Website			
Other			

Date:	
-------	--

Dear:	
-------	--

CONTRACT OF EMPLOYMENT - (POSITION)

It is with great pleasure that I wish to confirm your appointment as _____ (job title) with effect from _____ (Date commences employment), based on the following terms and conditions of employment:

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Primary Duties

You will be employed primarily in the capacity of _____ reporting to _____
(Job Title of Supervisor/Manager) and employed at _____ (store / office) to perform the
duties set out in your job description, a copy of which is attached hereto.

Commented [HN6]: Can we remove this?

It is a specific term and condition of your employment that you may be required to perform other duties and responsibilities in the course and scope of your employment with ENJO Consultants (Pty) Ltd to define or restrict your duties and you may be required to undertake other work within your abilities at the request of your manager and any refusal to comply with such request constitutes a breach of your contract of employment.

You shall, unless prevented by ill-health or accident and except during holidays permitted in terms of your contract of employment with ENJO Consultants (Pty) Ltd devote your usual working hours, attention and abilities to the proper, loyal and efficient conduct, improvement, extension, development, promotion, protection and preservation of the business, reputation and goodwill of ENJO Consultants (Pty) Ltd and not do anything which is harmful to it.

You may be required to tender your services at any other premises designated by ENJO Consultants (Pty) Ltd upon reasonable notice, and any refusal to comply with such request constitutes a breach of your contract of employment.

Basic Salary (please read section 29(1) (h -k) of the Basic Conditions of Employment Act)

You will receive a gross salary of R _____ per annum, which will be paid to you at a rate of R _____ per month, in arrears, from which deductions for PAYE, SITE, and any other amount required by law or authorized by yourself and agreed to by ENJO Consultants (Pty) Ltd may be made.

You will receive a detailed breakdown of your remuneration each month, indicating all and any payments made to you, as well as any deductions made from your salary by ENJO Consultants (Pty) Ltd or authorized by you.

You will be paid by no later than the last day of each month/25th of each month.

In addition to the above cash payment, you will also receive the following benefits / payment in kind:

Benefit	Cash Value
Staff meal	R _____
Accommodation	R _____
Uniform	R _____
Other:	R _____
Total	R _____

NB Where and when applicable!

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Working Hours

You will be required to work a maximum of 45 ordinary working hours per week, nine (9) / seven and one-half (71/2) ordinary hours per day, five (5) / six (6) days per week.

Your usual working hours are from ___h___ to ___h___, although it is specifically recorded that the shifts you will be required to work may vary, depending on the operational requirements of ENJO Consultants (Pty) Ltd and the specific requirements of the _____ (store / office) at which you are based. ENJO Consultants (Pty) Ltd reserves the right to change your working hours if the need arises, that is, management has the absolute right on reasonable notice to change your working hours and it is a fundamental condition of employment that you accept that your working hours may be changed.

You may be required to work overtime, night shifts, on Public Holidays and on Sundays in certain instances as may be necessary for the proper performance of your duties or as reasonably required by ENJO CONSULTANTS (PTY) LTD. The particulars of the shift you will be required to work will be explained to you by the relevant department heads. If applicable, you will be remunerated for any overtime work, or night shift work, or work on Public Holidays and on Sundays in accordance with the provisions of any applicable legislation.

Annual Bonus (example - not a statutory requirement)

In addition to your monthly salary, you may become entitled to an annual bonus cheque.

The bonus year is calculated from December of the previous year to November of the following year. The annual bonus shall however only become due and payable on 15th December of each year, and employees who have less than one year's service with ENJO Consultants (Pty) Ltd will be paid their annual bonus in accordance with the provisions of the annual bonus policy in the Human Resources Manual:

- Employees with less than 6 months' unbroken service receive no bonus pay.
- Employees with between 6- and 12-month's unbroken service may receive 2 weeks' bonus pay.
- Payment of the annual bonus is entirely at the discretion of your manager and ENJO Consultants (Pty) Ltd and is subject to your performance as well as the profitability of ENJO Consultants (Pty) Ltd.

Annual Leave

You will be entitled to three weeks (15 working days) leave per annum. Leave must be taken at a time which is mutually convenient to both yourself and ENJO Consultants (Pty) Ltd. The holiday year commences in the month you were employed with ENJO Consultants (Pty) Ltd. Unless specific written arrangements are entered into between you and your supervisor, you will not be entitled to accrue leave more than 1.5 years leave entitlement. Any leave accrued more than 1.5 years' entitlement will, in the absence of written agreement with your supervisor, be forfeited.

Sick Leave

You will be entitled to 30 sick days leave in every three-year cycle. In the first year of employment, you will be entitled to one day's sick leave for every completed month of employment.

Commented [HN7]: Is this number correct?

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Termination of Employment

During the initial three months of your employment, you will serve a probationary period. During the first four weeks of your probationary period, your contract may be terminated by either party giving one week's notice, and thereafter, for the duration of your probationary period, two weeks' notice.

On conclusion of your probationary period, and for the first year of your employment with ENJO Consultants (Pty) Ltd, your employment with ENJO Consultants (Pty) Ltd is subject to two weeks' notice, in writing, by ENJO Consultants (Pty) Ltd. The period of notice may be waived or reduced subject to mutual agreement of both parties. This contract may be terminated with or without notice for misconduct, incapacity, or operational requirements of ENJO Consultants (Pty) Ltd, or any other reason recognized in law as being sufficient.

On completion of one year's unbroken service with ENJO Consultants (Pty) Ltd, your employment with ENJO Consultants (Pty) Ltd is subject to one month's notice, in writing, by yourself. The period of notice may be waived or reduced subject to mutual agreement of both parties.

Council and/or Sectoral Determinations (if applicable)

In addition to ENJO Consultants (Pty) Ltd Human Resource policies and procedures, employees' terms and conditions of employment may be governed by the Council or Sectoral determination: (the catering industry is used as an example below)

Sectoral Determinations:

Government Gazette Number:	11880
Title:	Wage Determination
	Certain Areas (as amended)
Council(s):
Name of Bargaining Council:
Government Gazette Number:
Address of Bargaining Council:
Telephone:
Facsimile:

All Sectoral and Council determinations are public documents. Copies of any Sectoral or Council Determinations from the payroll office/Human Resources Department or from the Government Printer.

Confidentiality and Disclosure Clause

You shall not at any time during the currency or after the termination of your employment with ENJO Consultants (Pty) Ltd:

- divulge to any person any information relating to the trade secrets or trade connections of ENJO Consultants (Pty) Ltd or any confidential information concerning ENJO Consultants (Pty) Ltd business or affairs,

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- and in particular any information pertaining to the salaries and wages and personnel records and details of any employees currently ENJO Consultants (Pty) Ltd employ, previously employed or prospective employment of ENJO Consultants (Pty) Ltd, including but not limited to any details pertaining to any trade connections (including but not limited to any contractors, suppliers, clients or agents) employed by or for and on behalf of ENJO Consultants (Pty) Ltd, without ENJO Consultants (Pty) Ltd consent
- or be entitled, whether for your own benefit or that of others, to make use of or disclose to others or avail yourself or others of or derive profit or benefit from, any information concerning the business or affairs of ENJO Consultants (Pty) Ltd or its clients, suppliers or trade connections, which you may have acquired by reason of your position or association with the business and affairs of ENJO Consultants (Pty) Ltd its clients.

You shall furthermore hand over all information and documents (including but not limited to any training materials, standards or operating manuals and equipment) including any and all copies or reproductions thereof in whatsoever manner or form to ENJO Consultants (Pty) Ltd on giving or being provided with notice of termination of your employment with ENJO Consultants (Pty) Ltd .

ENJO Consultants (Pty) Ltd recognizes that its employees have the right to speak out on issues of concern to the public. At the same time, ENJO Consultants (Pty) Ltd expects its employees to recognize that some statements may cause disharmony among co-workers or interfere with the employee's ability to perform his or her duties. In the circumstances, ENJO Consultants (Pty) Ltd expects its employees who are planning to make public statements that might have such negative effects to discuss their statement with the Managing Director/Director before making it, and/or to make it clear that they are not speaking for or on behalf of ENJO CONSULTANTS (PTY) LTD. We also expect employees making statements about ENJO Consultants (Pty) Ltd activities or policies to check with the Managing Director/Director that such statements are correct, and thereby avoid any unnecessary embarrassment to ENJO Consultants (Pty) Ltd All employees of ENJO Consultants (Pty) Ltd recognize that its success depends on maintaining a positive image with the general public, and ENJO Consultants (Pty) Ltd trusts that its employees will help it to enhance that image whenever possible.

ENJO Consultants (Pty) Ltd such with its members is a law-abiding citizen, and every employee at every level is always instructed to obey the law. Any employee, who believes that ENJO Consultants (Pty) Ltd or any of its employees is not obeying the law in the performance of their duties within the course and Scope of their employment, is instructed to notify the Director in writing of any such transgressions immediately upon such transgression(s) coming to the knowledge of the employee.

ENJO Consultants (Pty) Ltd considers making commercial advertisement to be part of all employees' job description, and part of their remuneration is compensation for this activity. All employees consent to participating in these commercials and agree that ENJO Consultants (Pty) Ltd may use their name and picture for the purposes of commercial advertisement within reason and with the employee's prior consent. All employees further allow ENJO Consultants (Pty) Ltd to continue to use their name or picture for commercial purposes even after they have left ENJO Consultants (Pty) Ltd employ if such pictures were taken or advertisements constructed while they were in the employ of ENJO Consultants (Pty) Ltd.

Standard Terms and Conditions

Your remaining terms and conditions of employment shall be as set out in ENJO Consultants (Pty) Ltd standard terms and conditions of employment, a copy of which may be obtained from _____

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(person or department). Your attention is drawn to the following documents, which form part of your terms and conditions of employment:

Forms & Templates HR F&T 3a: Job Description

Job Description

JOB TITLE	WORK TEAM LEADER? yes no	DIVISION/ DEPARTMENT	
LOCATION	___ part-time: ___ hours ___ full-time	DATE WRITTEN	
REPORTS TO Name _____ Title _____			
SALARY GRADE	SALARY RANGE		
PURPOSE (Include primary accomplishments, products, and services, who benefits from them and how.)			
GENERAL DESCRIPTION (How would you describe this job to someone who has never done it?)			
PRINCIPAL DUTIES AND RESPONSIBILITIES (What do you have to be able to do to achieve the desired results of your job? Include management and leadership responsibilities for work team leaders.)			
Knowledge, Skills and Abilities Required			
MINIMUM REQUIREMENTS (What is required to perform the Essential Duties?)			
WORKING CONDITIONS			
I have reviewed and determined that this job description accurately reflects the position.			
Work team leader signature	Date	Employee signature	Date
FOR STAFFING USE ONLY Posting # _____ Posting _____ Date __/__/____ EE Act Job Group Male <input type="checkbox"/> Female <input type="checkbox"/> Black <input type="checkbox"/> White <input type="checkbox"/> The above declarations are not intended to be an all-inclusive list of the duties and responsibilities of the job described, nor are they intended to be such a listing of the skills and abilities required to do the job. Rather, they are intended only to describe the general nature of the job.			

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FORMS & TEMPLATES HR F&T 3B: SAMPLE JOB DESCRIPTION

SAMPLE JOB DESCRIPTION— (office)

JOB TITLE Staffing Specialist	WORK TEAM LEADER? yes no x	DIVISION/ People Services DEPARTMENT Staffing
LOCATION	x part-time: 30 hours x full-time	DATE WRITTEN August __, 20__
REPORTS TO Name	Title Manager of Staffing & Work Force Diversity	
SALARY GRADE	SALARY RANGE	SHIFT
PURPOSE (Include primary accomplishments, products, and services, who benefits from them and how.) The purpose of a Staffing specialist is to support the Staffing Department by providing general recruitment assistance.		
GENERAL DESCRIPTION (How would you describe this job to someone who has never done it?) <ul style="list-style-type: none"> • A major responsibility of this position (about 40 percent of one's time) is spent on checking employment references on all final candidates. • A minimum of two references are checked on the external candidate as well as verification of any higher education degrees. • An additional 20 to 25 percent of one's time is spent on the scheduling of candidates for interviews of non-exempt positions. • This involves scheduling the candidate with a Staffing representative and the hiring work team leader. • Another responsibility is to prepare the weekly job postings. • This involves verifying information on personnel requisitions and ensuring an accurate description of the job is posted internally. • It often means verifying specific information with the hiring manager; the Staffing representative; and, if necessary, the Compensation manager. • Finally, about 20 percent of one's time is spent assisting employees on relocation. • This involves educating the employees on the relocation policy and ensuring that expenses are in accordance with the policy. • It also involves serving as a liaison between the employee and various professional moving companies. 		
PRINCIPAL DUTIES AND RESPONSIBILITIES (What do you have to be able to do to achieve the desired results of your job? Include management and leadership responsibilities for work team leaders.) Conduct reference checking. Administer weekly job postings. Schedule interviews. Prepare monthly employment summary reports. Pre-screen candidates. Administer relocation policy.		
Knowledge, Skills and Abilities Required		

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MINIMUM REQUIREMENTS (What is required to perform the Essential Duties?) An associate's degree in business administration and three or more years of experience in personnel or general administration. Appropriate clerical experience may be substituted year-for-year for the degree.			
WORKING CONDITIONS 			
I have reviewed and determined that this job description accurately reflects the position.			
Work team leader signature	Date	Employee signature	Date
FOR STAFFING USE ONLY Posting # _____ Posting Date _____ __/__/____ EE Act Job Group _____ The above declarations are not intended to be an all-inclusive list of the duties and responsibilities of the job described, nor are they intended to be such a listing of the skills and abilities required to do the job. Rather, they are intended only to describe the general nature of the job.			

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Forms & Templates HR F&T 4 A: Service Level Agreement - Assessor

Assessor Agreement

Agreement Content

Content	Page
A. Effective Date	Page No
1. Services Rendered	Page No
2. Fees Payable	Page No
3. Payment	Page No
4. Term, Review & Termination	Page No
5. Miscellaneous	Page No

Commented [HN8]: Is this really necessary?

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Last Revision Date	01 March 2021	Access	Controlled
Next revision date	01 March 2022		

Effective date of this agreement:

From: _____ To: _____

ENJO CONSULTANTS (PTY)LTD
(herein after referred to as the "Client")

and

Name: _____

Identity Number: _____

Telephone Numbers (h) _____

(w) _____

(cell) _____

Fax Number (h) _____

(h) _____

E-mail address _____

(herein after referred to as the "Assessor")

Collectively known as the "Parties"

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Document Number	E_QMS – 001	Version Number	V004
Last Revision Date	01 March 2021	Access	Controlled
Next revision date	01 March 2022		

ASSESSOR AGREEMENT

1. SERVICE RENDERED

The Assessor shall provide the following service(s) to the Client in accordance with the terms and conditions of this agreement and the venues and dates as determined by the parties:

Description of Service(s) rendered	Venue	Completion Date
Assessment of <i>(Number of portfolios)</i> learner portfolios of evidence (PoE's) for the learning programme / unit standard		
<i>(description of learning programme / unit standards)</i> in accordance with SAQA, the relevant SETA and the Client assessment policies and procedures.		
1.1. Verbal and written feedback to learners regarding the results of their assessments by the assessor. Where additional information is required from the learner to ensure his/ her competence the assessor will obtain such information from the learner in a manner as described in the Clients Policy for Managing Assessment and Moderation		
1.2. A written summary of the assessment results (Appendix b) will be made available to the management of the Client within three days after the completion of the Assessments and in accordance with the agreed upon time frame		
1.3. The assessor will make himself/herself available during the moderator feedback session and the relevant SETA learning programme verification process.		

Commented [HN9]: This differs from the facilitator SLA. Which format do you prefer?

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2. FEES PAYABLE

As consideration for the provision of the services delivered by the Assessor, the fees for the provision of the service(s), will be negotiated as part of the agreement, and are as follows:

Description of Service(s) rendered	Fee (Rand)
1.1. Assessment of (<i>Number of portfolios</i>) learner portfolios of evidence for the learning programme / unit standard _____ (<i>description of learning programme / unit standards</i>) in accordance with SAQA, the relevant SETA and the Clients assessment policies and procedures.	R _____
1.2. Verbal and written feedback to learners regarding the results of their assessments by the assessor. Where additional information is required from the learner to ensure his/ her competence the assessor will obtain such information from the learner in a manner as described in the Clients Policies for Managing Assessment and Moderation	R _____
1.3. A written summary of the assessment results (Appendix b) will be made available to the management of the Client within three days after the completion of the programme.	R _____
1.4. The assessor will make himself/herself available during the moderator feedback session and the relevant SETA learning programme verification	R _____
1.5. Accommodation & Travel (if applicable)	R _____
Total	R _____

3. PAYMENT

- 1.1. The Client agrees to pay the fees as agreed upon in paragraph 2 (2.1 to 2.4) to the assessor on the last working of the month after the completion of the assessment of the agreed upon Portfolios of Evidence and once the moderation process is successfully completed.
- 1.2. Should the moderator find that the assessor did not complete his task in accordance with the set regulations as determined by SAQA, the relevant SETA and the Clients policies and procedures, payment can be withheld till the assessor meets the requirement
- 1.3. The Assessor will as part of the agreement as determined in paragraph 2.4 also makes himself/herself available during the verification of the learning programme by the relevant seta and the moderator's feedback meeting on the following conditions:
- 1.4. The Assessor to be notified of the relevant SETA programme verification visit at least seven days before such a visit. Dates for the moderator feedback will be determined by the moderator, assessor and the Client management but needs to take place within seven days after the completion of the moderation process.
- 1.5. The Client will notify the assessor in writing of the learning programme verification visit and moderator feedback meeting with clear indications of time, dates, and places.

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4. Term, Review & Termination

- 1.1. This agreement shall be effective from the date and shall continue until the date, respectively stipulated in the preamble of this agreement or on such a different date as mutually agreed upon by both parties in writing.
- 1.2. Should either party commit a breach of any of the terms of this agreement, and fail to remedy the breach within 7 (SEVEN) days of being called upon, in writing, to do so, the aggrieved party shall be entitled, without prejudice to his/her rights:
 - a) To claim specific performance by the defaulting party of his/her obligations in terms of this agreement.
 - b) To cancel the agreement by written notice to the defaulting party; and/or.
 - c) To claim any damages that he/she may have suffered because of such breach.

5. Miscellaneous

- 1.1. Both parties will handle all information of the other which comes into their possession under or in relation to this agreement in accordance with the prescripts of the Copyright Act 98 of 1978 with its amendments.
- 1.2. The failure of either party to enforce its rights under this Agreement at any time for any period shall not be construed as a waiver of such rights.
- 1.3. If any part, term, or provision of this Agreement is held to be illegal or unenforceable, neither the validity nor enforceability of the remainder of this Agreement shall be affected.
- 1.4. This Agreement constitutes the entire understanding between the parties and supersedes all prior representations, negotiations, or understandings.
- 1.5. Neither Party shall be liable for failure to perform any obligation under this agreement if the failure is caused by any circumstances beyond its reasonable control, including but not limited to acts of God, war, or industrial dispute.
- 1.6. This agreement shall be governed by the laws of the Republic of South Africa, with jurisdiction where the Client is located.
- 1.7. Should either or both parties to the agreement be a legal person, the representative of the legal person by signing the agreement on behalf of that party, affirms his/her representative authority to enter into this agreement and attach an extract of the minutes of a meeting appointing him/her as such, hereto.
- 1.8. The parties to this agreement choose their respective *domicilium citandi et executandi* addresses, for the acceptance of any documents as follows:

Company: _____ Assessor: _____

Thus signed at _____ on this _____ day of _____ 20____.

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Commented [HN10]: This is not in the facilitator SLA

Company: _____ Assessor: _____

Witness: _____ Witness: _____

Commented [HN11]: Personally I prefer the layout of the Facilitator SLA

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Last Revision Date	01 March 2021	Access	Controlled
Next revision date	01 March 2022		

Forms & Templates HR F&T 4b: Service Level Agreement - Moderator

Moderator Service Agreement

Effective date of this agreement:

From: _____ To: _____

Company Name,

ENJO CONSULTANTS (PTY)LTD

(herein after referred to as the "Client")

and

Name: _____

Identity Number: _____

Telephone Numbers (h) _____

(w) _____

(cell) _____

Fax Number (h) _____

(h) _____

E-mail address _____

(herein after referred to as the "Moderator")

Collectively known as the "Parties"

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MODERATOR SERVICE AGREEMENT**1. SERVICE RENDERED**

The Moderator shall provide the following moderation service to the Client in accordance with the terms and conditions of this agreement and the venues and dates as determined by the parties:

Description of Moderation Service rendered	Venue	Date
1.1. Moderation of learning programme assessments/portfolio of evidence (POEs) in accordance with the relevant SETA Regulations and the Client's Moderation policies and procedures.		
1.2. Writing Moderation Report in accordance with the relevant SETA Regulations and the Clients moderation policies and procedures.		
1.3. Availability as Moderator during the relevant SETA learning programme verification process		
1.4. Acting as internal moderator for the Client		
1.5. Moderation of learning programme material in accordance with ETDP SETA Regulations and the Clients moderation policies and procedures.		
1.6. Management of appeal by learner.		

Commented [HN12]: Should this format not rather be like the Facilitator format?

2. FEES PAYABLE

As consideration for the provision of the Moderation Services delivered by the moderator, the fees for the provision of the said service(s) are:

Description of Service(s) rendered	Fee (Rand)
1.1. Moderation of learning programme portfolio of evidence (POE, s) in accordance with the relevant SETA. Regulations and the Clients moderation policies and procedures. Policy for Managing Assessment and Moderation)	R _____
1.2. Writing of the Moderation Report in accordance with the relevant SETA Regulations and the Client Moderation policies and procedures.	R _____
1.3. Availability as moderator during the relevant SETA learning programme verification process	R _____
1.4. Reviewing and updating of moderation process as result of the verification visit	R _____
1.5. Moderation of learning programme material in accordance with the relevant SETA Regulations and the Clients Moderation policies and procedures.	R _____
1.6. Management of appeal by learner.	

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	R
1.7. Accommodation & Travel cost – if applicable	R
Total	

3. PAYMENT

- 1.8. The Client agrees to pay the fees as agreed upon in paragraph 2 (2.1 to 2.7) to the moderator by the last working day of the month after the moderation of the agreed upon learning programme is completed and a written moderator report is submitted to the Client.
- 1.9. The Moderator will as part of the agreement, as determined in paragraph 2.3 also make himself/herself available during the verification of the learning programme by the relevant SETA on the following conditions:
 - i) The Moderator to be notified of the relevant SETA programme verification visit at least 14 days (fourteen days) before such a visit.
 - ii) The Client will notify the moderator in writing of the learning programme verification visit with clear indications of time, dates, and places.

4. Term, Review & Termination

- 1.1. This agreement shall be effective from the date and shall continue until the date, respectively stipulated in the preamble of this agreement or on such a different date as mutually agreed upon by both parties in writing.
- 1.2. Should either party commit a breach of any of the terms of this agreement, and fail to remedy the breach within 7 (SEVEN) days of being called upon, in writing, to do so, the aggrieved party shall be entitled, without prejudice to his/her rights:
 - i) To claim specific performance by the defaulting party of his/her obligations in terms of this agreement.
 - ii) To cancel the agreement by written notice to the defaulting party; and/or
 - iii) To claim any damages that he/she may have suffered because of such breach:

5. Miscellaneous

- 1.1. Both parties will handle all information of the other which comes into their possession under or in relation to this agreement in accordance with the prescripts of the Copyright Act 98 of 1978 with its amendments.
- 1.2. The failure of either party to enforce its rights under this Agreement at any time for any period shall not be construed as a waiver of such rights.
- 1.3. If any part, term, or provision of this Agreement is held to be illegal or unenforceable, neither the validity nor enforceability of the remainder of this Agreement shall be affected.
- 1.4. This Agreement constitutes the entire understanding between the parties and supersedes all prior representations, negotiations, or understandings.
- 1.5. Neither Party shall be liable for failure to perform any obligation under this agreement if the failure is caused by any circumstances beyond its reasonable control, including but not limited to acts of God, war, or industrial dispute.

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- 1.6. This agreement shall be governed by the laws of the Republic of South Africa, with jurisdiction where the Client is located.
- 1.7. Should either or both parties to the agreement be a legal person, the representative of the legal person by signing the agreement on behalf of that party, affirms his/her representative authority to enter into this agreement and attach an extract of the minutes of a meeting appointing him/her as such, hereto.
- 1.8. The parties to this agreement choose their respective *domicilium citandi et executandi* addresses, for the acceptance of any documents as follows:

Client: _____ Moderator: _____

Thus signed at _____ on this _____ day of _____ 20____.

Client: _____ Moderator: _____

Witness: _____ Witness: _____

Commented [HN13]: Perhaps use the same format as the Facilitator SLA

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Forms & Templates HR F&T 4c: Service Level Agreement – Facilitator

This agreement is entered into on this _____ day of _____ (month) 20__ between THE FACILITATOR, _____ and the Training Manager of ENJO Consultants (Pty) Ltd collectively known as the “Parties”.

SERVICE TO BE RENDERED

The Facilitator shall provide the following service(s) to ENJO Consultants (Pty) Ltd in accordance with the terms and conditions of this agreement and the venues and dates as determined by the parties:

Description of Service(s) Rendered	Venue	Completion Date
Facilitation of the learning programme (description of learning programme) over the period (date) to (date) at (venue) in accordance with SAQA, the relevant SETA and ENJO Consultants (Pty) Ltd policies and procedures.	To be determined by THE COMPANY.	To be determined by THE COMPANY.
<i>It is expected of the facilitator to adhere to the following requirements:</i>		
a) Behave in a professional manner and in accordance with ENJO Consultants (Pty) Ltd conditions of employment (Attachment 1).	ENJO Consultants (Pty) Ltd offices, client site or training venue.	
b) To ensure that he/she is prepared for the facilitation process and has done the necessary preparation regarding the learning material.	ENJO Consultants (Pty) Ltd offices.	7 days prior to the programme.
c) That the facilitator will present a written list of all his/her logistical requirements (pens, paper, white boards, etc.) to ENJO Consultants (Pty) Ltd management seven days before the commencement of the learning programme.	ENJO Consultants (Pty) Ltd offices.	7 days prior to the programme.
d) All equipment obtained from ENJO Consultants (Pty) Ltd for facilitation purposes to be returned to ENJO Consultants (Pty) Ltd within 24 hours after the completion of the learning programme.		24 hours after the completion of the programme.
e) Equipment obtained from ENJO Consultants (Pty) Ltd for facilitation purposes will be the responsibility of the facilitator, and the facilitator would be held responsible for any losses or damage while the equipment is in his/her position.	ENJO Consultants (Pty) Ltd offices.	As agreed, upon by both parties.
f) That the facilitator makes himself/herself available for programme delivery preparation meetings on dates and venues as agreed upon by both parties.		
g) That the Facilitator will submit a full written report regarding the programme, (possible delivery problems, recommendations, etc.) to the training manager of ENJO		Within three days after the training.

Commented [HN14]: Do you want to keep this format or the format of the Assessor SLA?

Commented [HN15]: Should this be numbered like the assessor SLA?

Commented [HN16]: Numbering format?

Commented [HN17]: Conditions of employment or code of conduct?

Commented [HN18]: Attachment or annexure? Should these attachments not form part of this document? Where are these attachments?

Commented [HN19]: Can Enjo commit to such a timeline?

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Description of Service(s) Rendered	Venue	Completion Date
Consultants (Pty) Ltd within three days after the completion of the training programme.		
h) The facilitator will be responsible for his/her own transport from and to the training venue should the venue be within the Gauteng area. Fuel cost will be paid in accordance with AA rates (Annexure 2) and it will be expected of the facilitator to complete and submit to ENJO Consultants (Pty) Ltd a fuel claim form (Annexure 3) before any payments will be made.	ENJO Consultants (Pty) Ltd offices.	
i) Where the training venue is located outside the Gauteng area transport cost and accommodation fees will be paid by ENJO CONSULTANTS (PTY) LTD. Fuel cost will be paid in accordance with AA rates (Annexure 2) and it will be expected of the facilitator to complete and submit to ENJO Consultants (Pty) Ltd a fuel claim form (Annexure 3) before any payments will be made. Accommodation arrangements and payments will be made by ENJO Consultants (Pty) Ltd and the venues will be at the discretion of ENJO CONSULTANTS (PTY) LTD.		
j) Any special transport arrangement (air travel) will be made by ENJO CONSULTANTS (PTY) LTD. Should the Facilitator make any travel / accommodation arrangements on his/her own without the written authorisation of ENJO Consultants (Pty) Ltd the latter cannot be held financial accountable for such cost.		
k) The facilitator will make himself/herself available (should it be necessary) during the assessment, moderation, and verification process.		As agreed, upon by both parties.

Commented [HN20]: Where is the attachment/ annexure?

Commented [HN21]: Where is the attachment/ annexure?

FEES PAYABLE

Commented [HN22]: Numbering?

As consideration for the provision of the services delivered by the Facilitator, the fees for the provision of the service(s) are:

Description of service(s) rendered	Fee (Rand)
Facilitation of the learning programme (description of learning programme) over the period (date) to (date) at (Venue) in accordance with SAQA, THE RELEVANT SETA and ENJO Consultants (Pty) Ltd policies and procedures and will include all aspects as set in paragraph 1.2 (b) to (k).	To be negotiated between the parties at the start of the learning programme and will depend on factors such as the NQF level, the qualifications and experience of the facilitator.
Total	Will depend on the above.

PAYMENT

Commented [HN23]: Numbering?

ENJO Consultants (Pty) Ltd agrees to pay the fees as agreed upon in paragraph 2 (2.1) to the Facilitator within a period of fourteen working days (14 working days) after the completion of the facilitation of the learning programme.

Commented [HN24]: Reconsider – on the last day of the month?

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Should the moderator find that the Facilitator did not complete his task in accordance with the set regulations as determined by SAQA, the relevant SETA and ENJO Consultants (Pty) Ltd policies and procedures, payment can be withheld until the Facilitator meets the requirement.

The Facilitator will as part of the agreement as determined in paragraph 1.2 also makes himself/herself available during the verification of the learning programme by the relevant SETA and the moderator's feedback meeting on the following conditions:

- The Facilitator to be notified of the relevant SETA programme verification visit at least 7 days (seven) before such a visit. Dates for the moderator feedback will be determined by the moderator, Facilitator and ENJO Consultants (Pty) Ltd management but needs to take place within 14 days after the completion of the moderation process.
- ENJO Consultants (Pty) Ltd will notify the Facilitator in writing (email) of the learning programme verification visit and moderator feedback meeting with clear indications of time, dates, and places.
- Should the relevant SETA decide that the programme approval must take place outside the Pretoria, area additional funds to be negotiated for aspects such as time, fuel, and accommodation.

TERMS, REVIEW AND TERMINATION

This agreement shall be effective on the date hereof and shall continue until the completion date as agreed upon and stated in section 1 unless terminated as agreed upon by both parties. If any of the parties laterally terminates this agreement for any reason before the scheduled completion date as agreed upon or for reasons other than the requirements in sections 1 to 4 not being achieved by any one of the parties, the other party will be responsible for all outstanding fees and out-of-pocket expenses.

MISCELLANEOUS

- Both parties will handle all information of the other which comes into their possession under or in relation to this agreement in accordance with the prescripts of the Copyright Act 98 of 1978 with its amendments.
- The failure of either party to enforce its rights under this Agreement at any time for any period shall not be construed as a waiver of such rights.
- If any part, term, or provision of this Agreement is held to be illegal or unenforceable, neither the validity nor enforceability of the remainder of this Agreement shall be affected.
- This Agreement constitutes the entire understanding between the parties and supersedes all prior representations, negotiations, or understandings.
- Neither Party shall be liable for failure to perform any obligation under this agreement if the failure is caused by any circumstances beyond its reasonable control, including but not limited to acts of God, war, or industrial dispute.
- This agreement shall be governed by the laws of the jurisdiction in which ENJO Consultants (Pty) Ltd is located.
- (Part 1) It will be the obligation of the Facilitator to ensure that he/she is registered with the relevant SETA as a Facilitator (if applicable) (Part 2) and that he/she is up to date with the latest trends/requirements applicable to the specific environment.

INDEMNITIES AND RISK OF LOSS

The Facilitator will hold harmless (for duration of the agreement) and indemnify the relevant SETA and ENJO Consultants (Pty) Ltd as a training provider for any and all liability arising from any accident or injury to the

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Commented [HN25]: Numbering?

Commented [HN26]: Numbering?

Commented [HN27]: Bullets or numbering?

Commented [HN28]: I personally prefer this format, rather than the assessor SLA

person or property of THE COMPANY, the relevant SETA or any third party as result of any errors, omissions or any other actions outside the normal working procedure.

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Agreed by the parties hereto:

Facilitator:

ID Number

Full Names and Surname (Please print)

Date

Signature

Company Management Representative:

ID Number

Full Names and Surname (Please print)

Date

Signature

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Forms & Templates HR F&T 4d: Service Level Agreement Learning Media Designer

Service Level Agreement – Learning Media Designer: Appointment

Commented [HN29]: Is this not the Developer?

The Management of ENJO Consultants (Pty) Ltd hereby appoints the Designer/s

Full Names and Surname (Please print)

as an independent contractor, who hereby accepts the appointment to develop learning material based on the outcomes of registered unit standards, upon the terms and conditions set out herein.

Commented [HN30]: This format differs from the other SLA – perhaps decide on a standard format.

SERVICE TO BE RENDERED

Commented [HN31]: Should we not use the same numbering format throughout this SLA (use assessor, moderator numbering system)

COMPILATION AND FORMAT

The Designer shall provide the following service(s) to ENJO Consultants (Pty) Ltd in accordance with the terms and conditions of this agreement and the venues and dates as determined by the parties:

Description of Service(s) rendered	Venue	Date
The designer undertakes to design learning programmes/material in accordance with the SAQA, SETA and ENJO Consultants (Pty) Ltd Learning Programme design policies and procedures as required by ENJO Consultants (Pty) Ltd Management from time to time.	To be determined by the parties	To be determined by the parties
The designer undertakes to make him or herself available during the SETA learning programme verification process.	To be determined by the parties	To be determined by the parties
The designer understand that should the learning programme not meet the requirements by the SETA he/ she would need remediate accordingly or could be held accountable for any financial losses and that ENJO Consultants (Pty) Ltd has the right to withhold or recover any form of payment until approval is obtained.		

Commented [HN32]: Numbering?

The Designer shall be responsible for the following aspects regarding the compilation of the learning material.

- Create recent outcomes-based subject content;
- List the Specific Outcomes, Learning Outcomes and Assessment Criteria before every module.
- Formulate study objectives/outcomes (Learning Outcomes), linking assessment criteria of unit standard or developing assessment criteria, if necessary, and linking activities to assessment criteria and learning outcomes, with the emphasis on practical activities to ensure the development of the reflexive competence. Some activities could also be knowledge-based.
- Compile practical and theoretical activities linked to the assessment criteria of the respective learning outcomes for each chapter for purposes of maintaining the students' full attention with the academic matters.

Commented [HN33]: Use numbering rather than bullets

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- Set of on-going self-evaluation questions and answers.
- Set of an integrated pre-course assignment.
- A Facilitator's Guide, Pre/Post Course Assessment Checklist.
- Integrate graphics into learning material where applicable.
- Embedded knowledge must be integrated in the learning material and not developed separately.
- Evidence must exist that the critical cross-field outcomes are being addressed in material.
- Bibliography and list of references.
- Any requirements as stipulated by the SETA for which the learning material is written for as it may change from time to time.
- The following guides are to be designed:
 - Facilitator Guide
 - Assessment Guide
 - Moderator Guide
 - Learner Guide
 - Portfolio of Evidence
 - Matrixes and documents as required by the relevant SETA.
- The editing and proof reading of the study material delivered by ENJO Consultants (Pty) Ltd Designer to ENJO Consultants (Pty) Ltd shall be subject to the approval of ENJO Consultants (Pty) Ltd language practitioners. The Designer shall be responsible for any corrections or amendments to the learning material which may be required by ENJO Consultants (Pty) Ltd and the relevant SETA.

Learning material must be typed using MS Word, the specification below, unless specified otherwise by the client:

Page Size:	Page Orientation:
Line Spacing	Margins:
Header:	Footer
Font Type:	Font Size:
Heading 1:	Heading 2:
Heading 3:	Index & Referencing:
Numbering and bulleting:	Section breaks
Line spacing:	Other:
Grammar:	Spelling
Formats	

Commented [HN34]: Perhaps complete this table with the detail

BACK-UP

Please note that designers are firstly responsible for losses occurred through time/data loss due to malfunctioning of their computer equipment. Designers are to ensure that an up to date back-up can produced immediately should their equipment malfunction. Designers are to back-up data to cloud storage facilities such as Dropbox. A folder for this back-up will be put in place by ENJO Consultants (Pty) Ltd for this purpose. ENJO Consultants (Pty) Ltd will share the folder with the designer to enable the designer to back-up at least once a week, or daily depending on the workload. Should losses occur due to designers not being able to make deadlines because of data losses, penalties occurred by ENJO Consultants (Pty) Ltd may be deducted from the payment to the designer(s).

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DELIVERY DATE

- The final copy of the learning material must be delivered to ENJO Consultants (Pty) Ltd electronically.
- The scheduled delivery date for the completed learning material will be broken down into deliverable target dates and as agreed in paragraph 2.
- If the learning material, for whatever reason, is returned by ENJO Consultants (Pty) Ltd to the Designer for amendment/correction, ENJO Consultants (Pty) Ltd shall stipulate a new delivery date and the Designer shall be obliged to comply therewith.

REMUNERATION

As consideration for the provision of the Services delivered by the Designer, the fees for the provision of the service(s) are:

Description of Service(s) rendered		Fee (Rand)
4.1	Design of a learning programme will depend on aspects such of the number of unit standards to be develop, credits and NQF level.	To be negotiated once the need for the development of a new learning programme has been identified by ENJO Consultants (Pty) Ltd Management.
4.2	Availability during learning programme approval process/ verification visit. Cost will be determined by aspects such as fuel cost, distance, and time.	To be negotiated once approval for a new learning programme is seek or ENJO Consultants (Pty) Ltd is informed about the verification visit.
Total		Will depend on the above.

- ENJO Consultants (Pty) Ltd agrees to pay _____ % of the fees as agreed upon in paragraph 2 (2.1 to 2.2) to the Designer prior to the commencement of the design of the agreed learning programme. The outstanding 50% will be payable within 14 days after the learning material is submitted to ENJO Consultants (Pty) Ltd offices and approved by ENJO Consultants (Pty) Ltd Management.
- The Learning Programme Designer will as part of the agreement as determined in paragraph 2 also makes him or herself available during the verification of the learning programme by the SETA on the following conditions:
- The Learning Programme Designer to be notified of the SETA programme verification visit at least 14 days (fourteen days) before such a visit.
- ENJO Consultants (Pty) Ltd will notify the learning Programme designer in writing of the learning programme verification visit with clear indications of time, dates, and places.
- Should the SETA decide that the programme approval must take place outside the Pretoria area, additional funds to be negotiated for aspects such as time, fuel, and accommodation?

TERMS

This agreement shall be effective on the date hereof and shall continue until the completion date as agreed upon and stated in section 2 unless terminated as agreed upon by both parties. If any of the parties laterally terminates this agreement for any reason before the scheduled completion date as agreed upon or for reasons

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other than the requirements in sections 2 to 4 not being achieved by any one of the parties, the other party will be responsible for all outstanding fees and out-of-pocket expenses.

MISCELLANEOUS

- Both parties will handle all information of the other, which comes into their possession under or in relation to this agreement in accordance with the prescripts of the Copyright Act 98 of 1978 with its amendments.
- Designers are to ensure that any researched data is not copied verbatim and thereby infringing copyrights.
- Any quotes, diagrams or graphics copied from a referenced sourced must be properly referenced by inserting a line underneath quoting the source.
- The failure of either party to enforce its rights under this agreement at any time for any period shall not be construed as a waiver of such rights.
- Should any client supply any information to be included into any learning media that information remains the sole intellectual property of the client supplying the information, all other intellectual property remaining is that of the designer and ENJO Consultants (Pty) Ltd jointly.
- If any part, term, or provision of this agreement is held to be illegal or unenforceable, neither the validity nor enforceability of the remainder of this agreement shall be affected.
- This agreement constitutes the entire understanding between the parties and supersedes all prior representations, negotiations, or understandings.
- Neither Party shall be liable for failure to perform any obligation under this agreement the failure is caused by any circumstances beyond its reasonable control, including but not limited to acts of God, war, or industrial dispute.
- This agreement shall be governed by the laws of the jurisdiction in which ENJO Consultants (Pty) Ltd is located.
- (Section 2) It will be the obligation of the Learning Programme Designer to ensure that he/she is up to date with the latest trends/requirements applicable to the specific environment.

EMPLOYMENT

The Designer shall perform his/her obligations as an independent contractor, and nothing contained herein shall be construed as creating a permanent employment relationship between ENJO Consultants (Pty) Ltd and the Designer.

BREACH

If any party breaches any of its obligations in terms of this agreement and fails to remedy same within a period of 5 (five) day after receipt by it of a written demand from the other party, the other party may, without prejudice to its other rights in terms of this agreement or at law, cancel the agreement.

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Agreed by the parties hereto:

Learning Material Designer:

_____	_____
<i>ID Number</i>	<i>Full Names and Surname (Please print)</i>
_____	_____
<i>Date</i>	<i>Signature</i>

Company Management:

_____	_____
<i>ID Number</i>	<i>Full Names and Surname (Please print)</i>
_____	_____
<i>Date</i>	<i>Signature</i>

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Forms & Templates HR F&T 5: Employee Orientation Checklist/Induction

Employee Orientation Checklist/Induction

Use these guidelines to conduct a simple yet effective employee orientation, ensuring that all important employment practices are communicated to employees. It is also a good workplace practice to regularly re-orientate employees every year or when changing employment practices in your Employee Handbook or Human Resources Manual. Keep this Orientation Checklist on an employee's files for later use, for example, to demonstrate to the CCMA or Labour Court that employment practices have been communicated to an employee.

Surname		First Names	
Job Title		Contact No	
Email		Cell No	
Department		Supervisor - Name	
Start Date		Review Date	
Rate of Pay		Other	

The following policies, procedures and information has been discussed with and provided to the employee.

Department Structure and Functions		
Overview of Department / Department Orientation	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Customer Orientation	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Organizational Chart	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Function of work unit	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Work duties of others in the work unit	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Review of specific Departmental Procedures	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Mission statement and operational objectives	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Job duties and responsibilities	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Performance standard for the job	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Probation period	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Issue an Employee Handbook	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Where to get department help and information	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Physical Surrounding and Equipment		
Work Area	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Location of supplies	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Care of equipment	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Parking	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Access control i.e. keys, entry/exit of premises/afterhours	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Housekeeping and Safety	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Staff ID card	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Fire extinguishers & exits	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Smoking rules	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Review of specific policies pertinent to department		

Remuneration		
How remuneration will be paid, i.e. salary or weekly wage.	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Method of payment i.e. bank deposit.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Salary/wage pay dates.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Other remuneration, i.e. overtime pay/benefits	Yes <input type="checkbox"/> No <input type="checkbox"/>	

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Commented [HN35]: Is this instruction necessary here?

Commented [HN36]: It does not really relate to procedures

Commented [HN37]: Does this exist?

Commented [HN38]: Does this exist?

Salary/wage problems – procedure/contact.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Notification of changes of employee details such as income tax status, address, etc.		

Hours of Work		
Work week and hours of work	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Hours worked weekends, after hours or public holidays.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Breaks/Meal breaks - when and how long	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Work schedule changes	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Punctuality	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Attendance	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Review of Human Resource policies & procedures		

Leaves and Absences		
Holidays	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Vacation Leave Request	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Vacation Leave Accrual	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Use of leave and approval after six months of service	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Sick Leave Request	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Medical release if required	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Sick Leave Accrual Rate	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Sick Leave w/o Pay	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Compassionate / Bereavement Leave	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Family Responsibility Leave	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Department procedures on leave reporting	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Leaving during working hours	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Rights and Responsibilities		
Conduct and Dress Code	Yes <input type="checkbox"/> No <input type="checkbox"/>	Comments:
Effective Work Relationships	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Professional Ethics	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Telephone Etiquette / Personal calls	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Use of equipment/resources in general and personal use	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Employee Assistant Program	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Injuries on duty	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Confidential Information	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Complaint and Appeal procedures	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Discipline process i.e. leaving during working hours		

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Other:

Date for follow up / re-orientation of employment practices: _____

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to me.

EMPLOYEE SIGNATURE

DATE

I, the undersigned, hereby confirm that the above-mentioned policies and procedures have been communicated to the above-mentioned employee.

SUPERVISOR'S SIGNATURE

DATE

Original retained by Supervisor on Employee File / Copy to Employee

Commented [HN39]: The above mentioned could not really be regarded as policies and procedures- perhaps 'Standard operating procedures? Rules and regulations? Or something like work related procedures and issues – not sure.

Commented [HN40]: See above

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Forms & Templates HR F&T 6a: Leave Form

Leave Form

Employee Details			
Surname		First Names	
Job Title		Contact No	
Email		Cell No	
Department		Employee	
Date		Signature	

I wish to apply for leave as following:				
Annual Leave	<input type="checkbox"/>	From:	To:	Number of days:
Sick Leave	<input type="checkbox"/>	From:	To:	Number of days:
Family Responsibility Leave	<input type="checkbox"/>	From:	To:	Number of days:
Maternity Leave	<input type="checkbox"/>	From:	To:	Number of days:
Study Leave	<input type="checkbox"/>	From:	To:	Number of days:
Other:	<input type="checkbox"/>	From:	To:	Number of days:
Reason for "other":				

Comments:

Manager/Supervisor Details			
Surname		First Names	
Job Title		Contact No	
Email		Cell No	
Department		Employee	
Date		Signature	

Leave approved ☐ / Leave declined ☐

Comments:

Office Use	
Year	
Leave days owing	
Leave days taken	
Balance owing	

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Forms & Templates HR F&T 6b: Declaration of Interest Form

Declaration of Interest

To:

Full Names and Surname (Please print)

I hereby declare that (please tick the appropriate box):

- ☐ I have no financial or other personal interest, direct or indirect, in any matter that raises or may raise a conflict with my duties as an employee of ENJO CONSULTANTS (PTY) LTD.
- ☐ I have financial or other personal interest, direct or indirect, in certain matter that raises or may raise a conflict with my duties as an employee of ENJO CONSULTANTS (PTY) LTD.

The particulars of such matter are stated below :

I also acknowledge that I shall make another declaration to state any change in any matter contained in this declaration within one month after the change occurs and shall provide further information on the particulars contained in this declaration if so required by ENJO CONSULTANTS (PTY) LTD.

ID Number

Full Names and Surname (Please print)

Date

Signature

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Forms & Templates HR F&T 7a: Performance Appraisal Plan

Commented [HN41]: Is this a plan?

Performance Appraisal Plan

Employee Name (print)												Employee Job Title													
Employee ID												Department													
Period Covered by Appraisal																									
From	Y	Y	Y	Y	M	M	D	D	To	Y	Y	Y	Y	M	M	D	D								
Reason for Appraisal						Annual <input type="checkbox"/>						Other (Specify) <input type="checkbox"/>													
Employee's Signature												Supervisor's Signature													
	Performance Expectation						Performance Standard <i>This expectation is met when:</i>						WT.				Rating				SCORE (W X R)				
*1	Leadership: Provides advice and help in the achievement of assigned employees' goals.																								
*2	Employee Development: Provides encouragement and opportunities for employees to participate in development experiences.																								
*3	Employee Appraisal: Appraises assigned employees in a timely and thoughtful manner.																								
*4	Employee Recruitment: Progress toward achieving increased numbers of women and ethnic minorities in the workforce.																								
Totals												100													

Commented [HN42]: This column should be completed before giving the form to the employee.

Commented [HN43]: Are these performance expectations realistic? These seem to relate to HR or management only. Perhaps review.

Employee complies with policies, procedures and demonstrates appropriate work-related behaviour.

Yes ☐ No ☐

Supervisor's Signature												Date											

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Employee comments (optional) - use separate sheet if space is insufficient.

I have participated in an appraisal interview and I have been told of my rights to appeal this appraisal with a confidential memorandum to my department director/chairperson within ten (10) working days of the receipt of the final copy of this Performance Appraisal Form. My signature indicates that I have reviewed this document and does not necessarily signify agreement with the appraisal.

Employee's Signature	Date
Witness' Signature (if necessary)	Date
Additional comments by: <i>Use separate sheet if space is insufficient.</i>	
Department Manager's Signature	Date

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Forms & Templates HR F&T 7b: Performance Improvement Form

Performance Improvement Form

Employee's Name (print)	Job Title
Person ID	Department

1. State in detail why the employee's performance has been rated below standard (a rating of less than 3). Include specific incidents and dates of occurrence (attach extra pages if necessary).

2. State by when improvement must be made and what specific action steps the employee must take to correct the situation (attach extra pages if necessary).

3. State what specific action steps the supervisor will take to help the employee correct the situation (attach extra pages if necessary).

4. What action will be taken if necessary, change is not accomplished within the prescribed time frame?

Supervisor's Signature	Date

I have met with my supervisor to discuss the areas and the reasons why I must improve. I agree to adhere to the improvement plan outlined in item 2 above.

Employee's Signature	Date

Distribution: Original to departmental personnel file; copy to employee; copy to _____ to be forwarded to Human Resources by _____

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Forms & Templates HR F&T 7c: Performance Commendation Form

Performance Commendation Form

Employee's Name (print)	Job Title
Person ID	Department

1. In what areas has the employee exceeded expectations?

2. Employee's comments:

3. Supervisor's comments:

Supervisor's Signature	Date

Employee's Signature	Date

Distribution: Original to departmental personnel file; copy to employee; copy to _____
to be forwarded to Human Resources by _____

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FORMS & TEMPLATES HR F&T 7D: POST-PERFORMANCE APPRAISAL FORM

Post-Performance Appraisal Form

1. The feedback on my job performance received from my supervisor during the time period prior to my appraisal has been:

	Agree	Disagree
Clear	<input type="checkbox"/>	<input type="checkbox"/>
Infrequent	<input type="checkbox"/>	<input type="checkbox"/>
Too general	<input type="checkbox"/>	<input type="checkbox"/>
Helpful	<input type="checkbox"/>	<input type="checkbox"/>

2. This performance appraisal: Was like my expectations ☐ Was not similar to my expectations ☐

3. I considered this appraisal process:

	Agree	Disagree
Comfortable	<input type="checkbox"/>	<input type="checkbox"/>
Not helpful	<input type="checkbox"/>	<input type="checkbox"/>
Positive	<input type="checkbox"/>	<input type="checkbox"/>

4. Suggestions to improve the process:

5. Suggestions to improve the form:

6. Other comments:

Employee's Name (print)	Job Title
Employee's Signature	Date

Distribution: Original to departmental personnel file; copy to employee; copy to _____
to be forwarded to Human Resources by _____

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Forms & Templates HR F&T 8a: Resignation by Employee

Resignation by Employee

For Office Use:
Date of Issue:
To: Salaries:
Exit Interview to be Conducted by:
Date of Exit Interview:

I the undersigned,
 hereby voluntarily resign as (position)
 at (Company, department)
 with effect from (date)
 My last working day will be (date)

I certify that I am resigning of my own free will and have not been forced to resign: _____

NOTE TO EMPLOYEE: If the reason for your resignation is due to grounds of "constructive dismissal" I hereby undertake to notify my manager / ENJO Consultants (Pty) Ltd of such grounds in the space provided below.

REASON FOR LEAVING:

I further recognise that I will be required to tender my services during my notice period, unless I am advised in writing by _____ (manager's name) to the contrary.

On termination of my contract and proper fulfilment of my contractual duties, I will be entitled to payment of:
 Any annual leave pay due to me;
 Payment of notice pay;

On termination of my contract I am further entitled to:
 A certificate of service
 My UIF card
 My Income Tax statement (IRP5)

I further authorise ENJO Consultants (Pty) Ltd to deduct any monies owing to ENJO Consultants (Pty) Ltd by me from any monies due to me, including my Retirement Fund benefits.

Signed: _____ (employee)

Accepted: _____ (manager). The employee will / will not (delete whichever is not applicable) be required to work his notice pay.

Date: _____

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Forms & Templates HR F&T 8b: Dismissal???

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Forms & Templates HR F&T 8b: Exit Interview Questionnaire

Exit Interview Questionnaire

The following exit interview presents an example of the type of questions which could be valuable in the context of our own business and the questionnaire could be utilised as is, or as amended, depending on the seniority of the person departing. In all instances, the questions are “discussion starters” and should prompt follow-up questioning.

Surname		First Names	
Title		Contact No	
Department		Superior - Name	
Start Date		Termination Date	

- a) Indicate if resignation or dismissal – Resignation ☐ Dismissal ☐
 b) Reason for leaving:

 c) If offered a better position, in what ways is it better?

- Was your job as initially explained to you? – Yes ☐ No ☐
- a) What did you like about your job?
 b) What did you dislike about your job?

- Did you receive adequate training and development? Yes ☐ No ☐
 Comments:

- How did you feel about your promotional prospects? Unsatisfactory ☐ Satisfactory ☐ Excellent ☐
 Comments:

- Did you get along with your superior (access, treatment, support, openness, and acknowledgement)?
 Yes ☐ No ☐
 Comments:

- How did you get along with your colleagues? Yes ☐ No ☐
 Comments:

- How adequate were your salary, benefits, and general working conditions? (Please tick)

a) Salary	Unsatisfactory <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>
b) Benefits	Unsatisfactory <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>
c) Working Conditions	Unsatisfactory <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>

 Comments:

Commented [HN44]: Should this be on this form?

Commented [HN45]: The answer to this question is not yes or no. Should we replace it with “unsatisfactory”, Satisfactory and Well?

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9. How did you find company communication? Unsatisfactory ☐ Satisfactory ☐ Excellent ☐

Comments:

10. Were you happy with the freedom you had to make your own decisions? – Yes ☐ No ☐

Comments:

11. To what extent did you find pressure, workload, or hours excessive in your job? (Please tick)

a) Pressure Unsatisfactory ☐ Satisfactory ☐ Excellent ☐

b) Workload Unsatisfactory ☐ Satisfactory ☐ Excellent ☐

c) Working Hours Unsatisfactory ☐ Satisfactory ☐ Excellent ☐

Comments:

12. Were you able to make good use of all your skills, abilities? – Yes ☐ No ☐

Comments:

13. Were you satisfied that you would get ahead if you performed well? Yes ☐ No ☐

Comments:

14. Did you find ENJO Consultants (Pty) Ltd promotional policy fair? Yes ☐ No ☐

Comments:

15. How was your dismissal/resignation handled? Unsatisfactory ☐ Satisfactory ☐ Excellent ☐

Comments:

16. Would you recommend ENJO Consultants (Pty) Ltd as a good organisation to work for? – Yes ☐ No ☐

Reason:

17. Any additional comments:

Interviewer's impressions, comments, and recommendations. (Did the employee have a genuine grievance; was he sincere and objective, what could be done to prevent the situation from recurring?)

Commented [HN46]: Not sure why this is in an exit interview- Delete this question – not applicable.

Employee
Signature

Date

A copy to be placed in the employee's file.

Distribution: Original to departmental personnel file; copy to employee; copy to _____
to be forwarded to Human Resources by _____

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Forms & Templates HR F&T 9: Grievance Form

Grievance Form

To:

An interview is requested about the following grievance/s:

Summary of Grievance	

The aggrieved individual/s must write a full statement on her/his/their contentions on the provided page and submit it to the relevant person within the organisation.

COMPLAINANT DETAILS									
Surname / Last Name									
First Names (in full)									
Title							Initials (first names)		
Signature							Date		

Identity No.										Type of Identity						
--------------	--	--	--	--	--	--	--	--	--	------------------	--	--	--	--	--	--

Contact Numbers	Home	()										
	Work	()										
	Cell	()										
	Fax	()										

Email																
-------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Findings and comments of first official:	

Surname / Last Name																
First Names (in full)																
Title								Initials (first names)								
Signature								Date								

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[illegible]

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Forms & Templates HR F&T 10: Disciplinary Action – Forms?

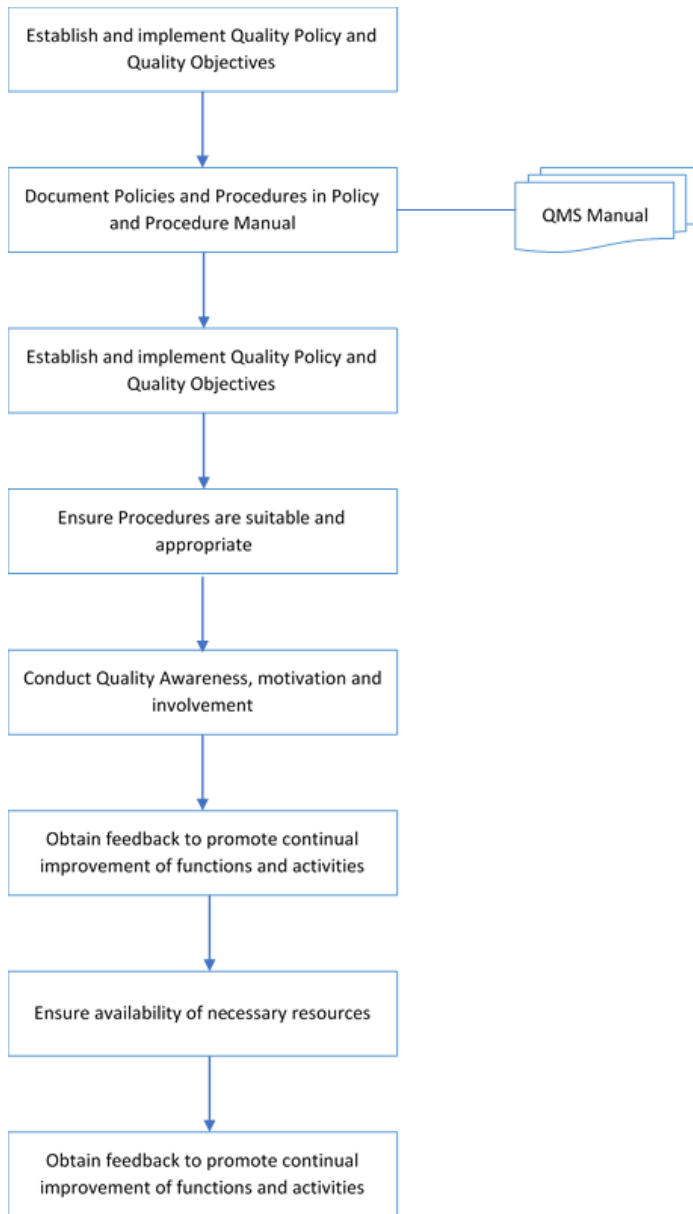
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Flow Charts

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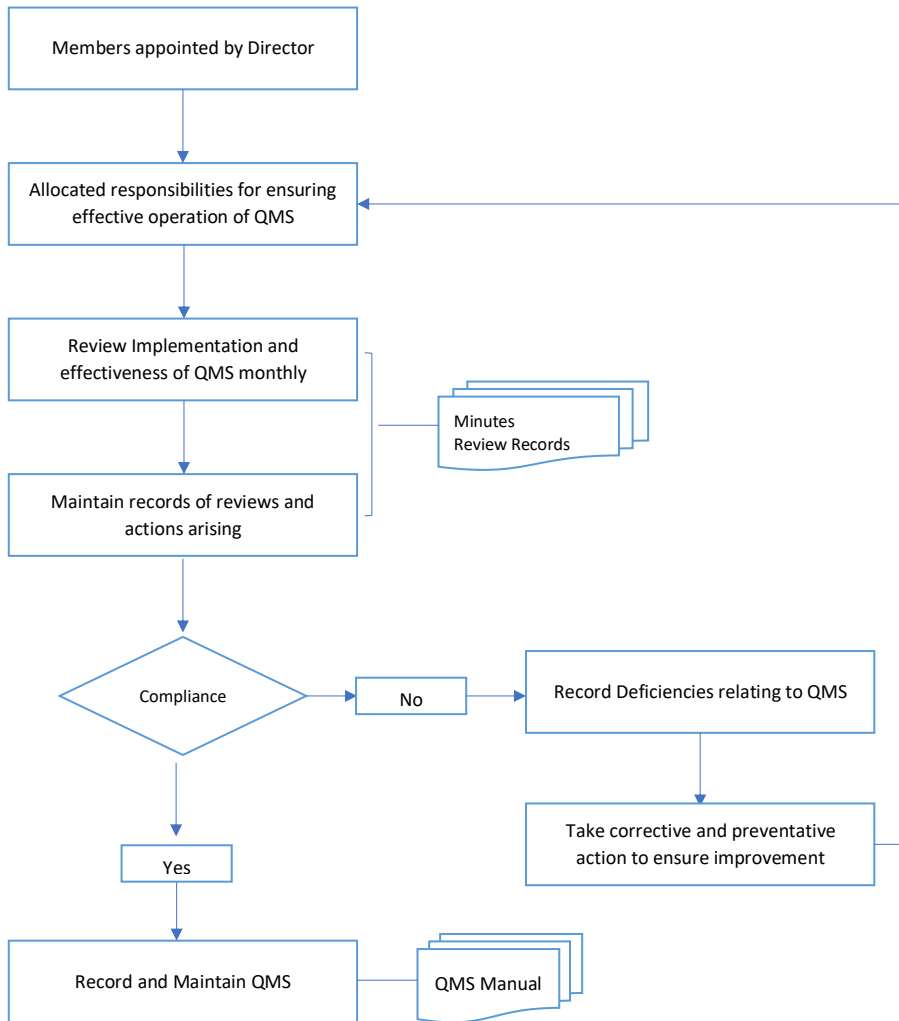
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Flowchart (P01 and PR01): FC 1: Promoting a Quality Culture



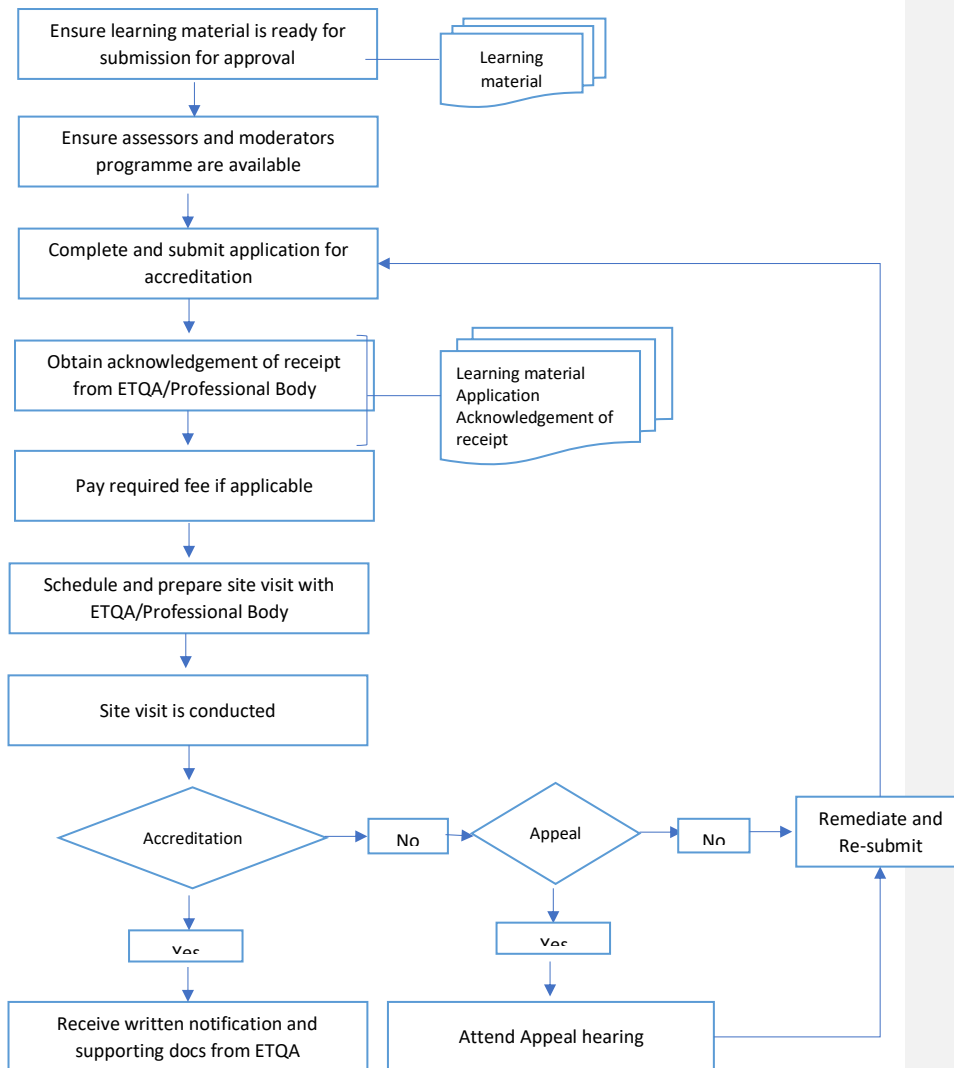
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Flowchart (P01 and PR01): FC 2: Quality Committee



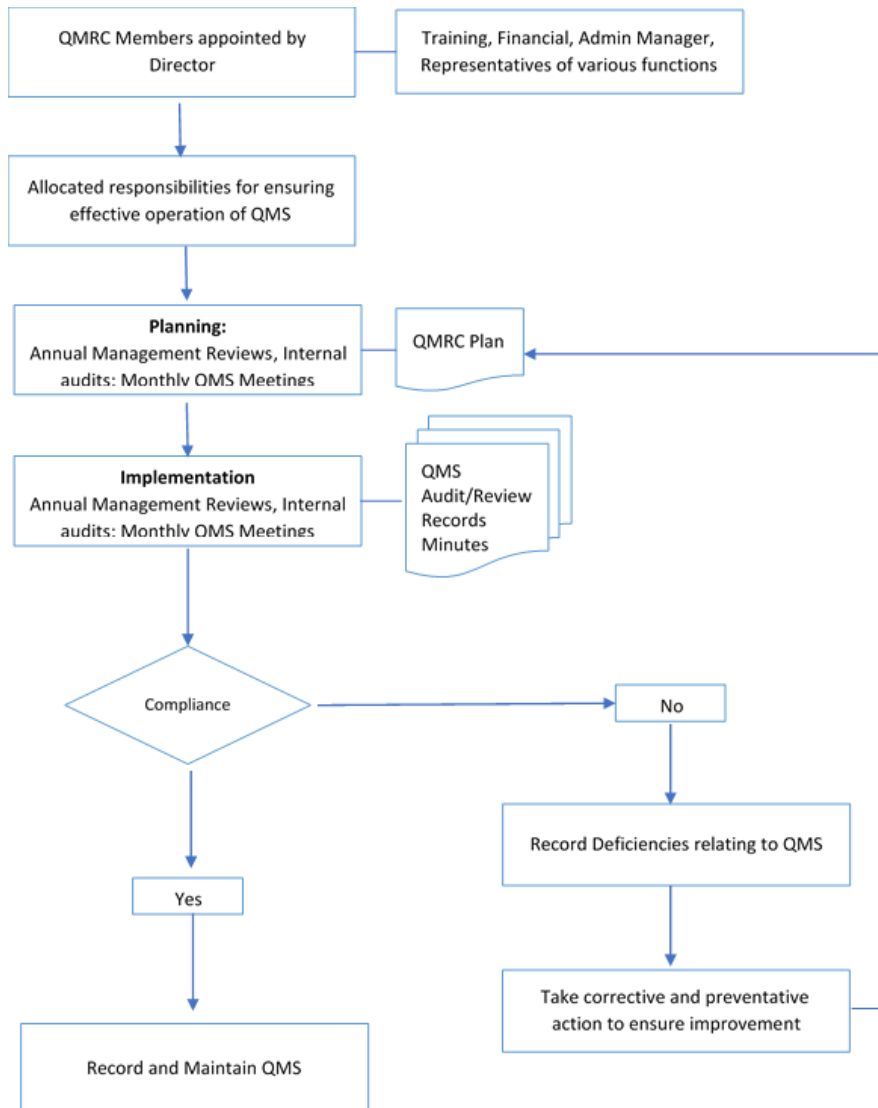
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Flowchart (P02 and PR02): FC 3: Application for Accreditation/Extension of Scope



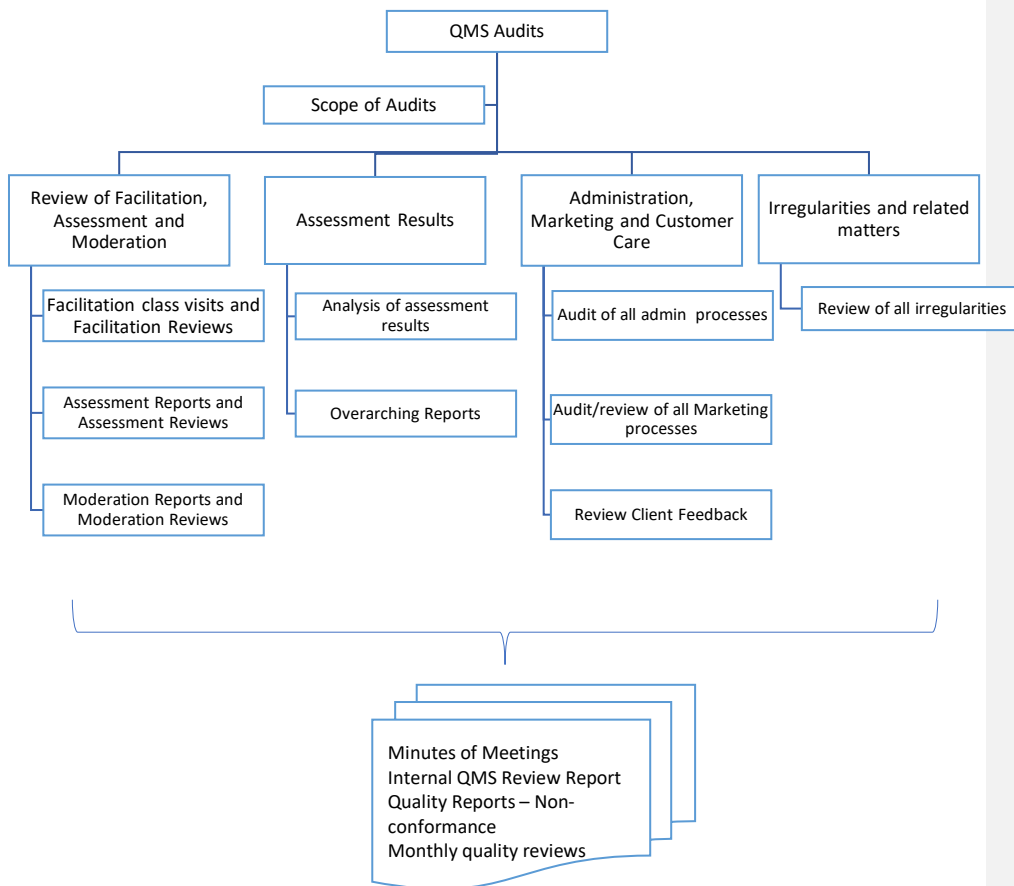
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Flowchart (P04; PR04; P06; PR06): FC 4: Quality Management Review Committee Process



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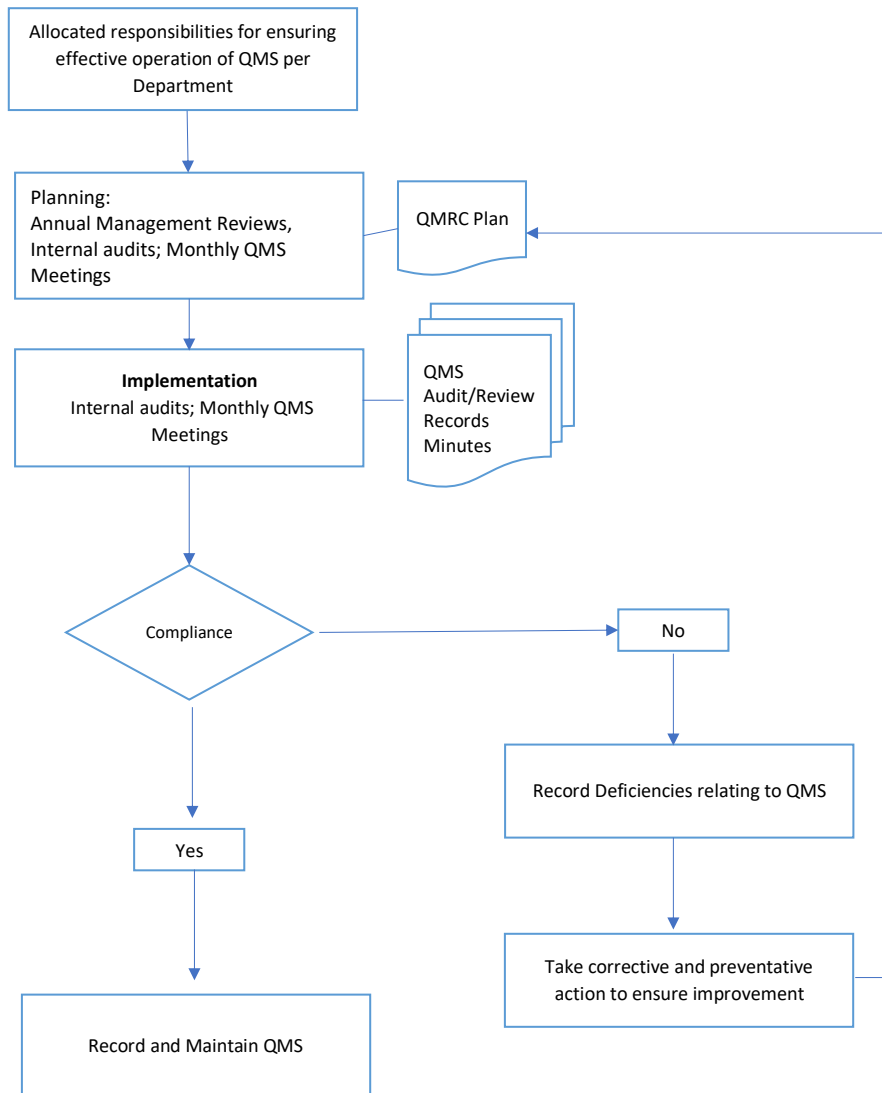
Flowchart (P06 and PR06): FC 5a: Quality Management System Review



NOTE: The review of each of the Departments (Activities) mentioned above will follow the process outlined in FLOWCHART (P06 and PR06): FC 5B: QUALITY MANAGEMENT SYSTEM REVIEW

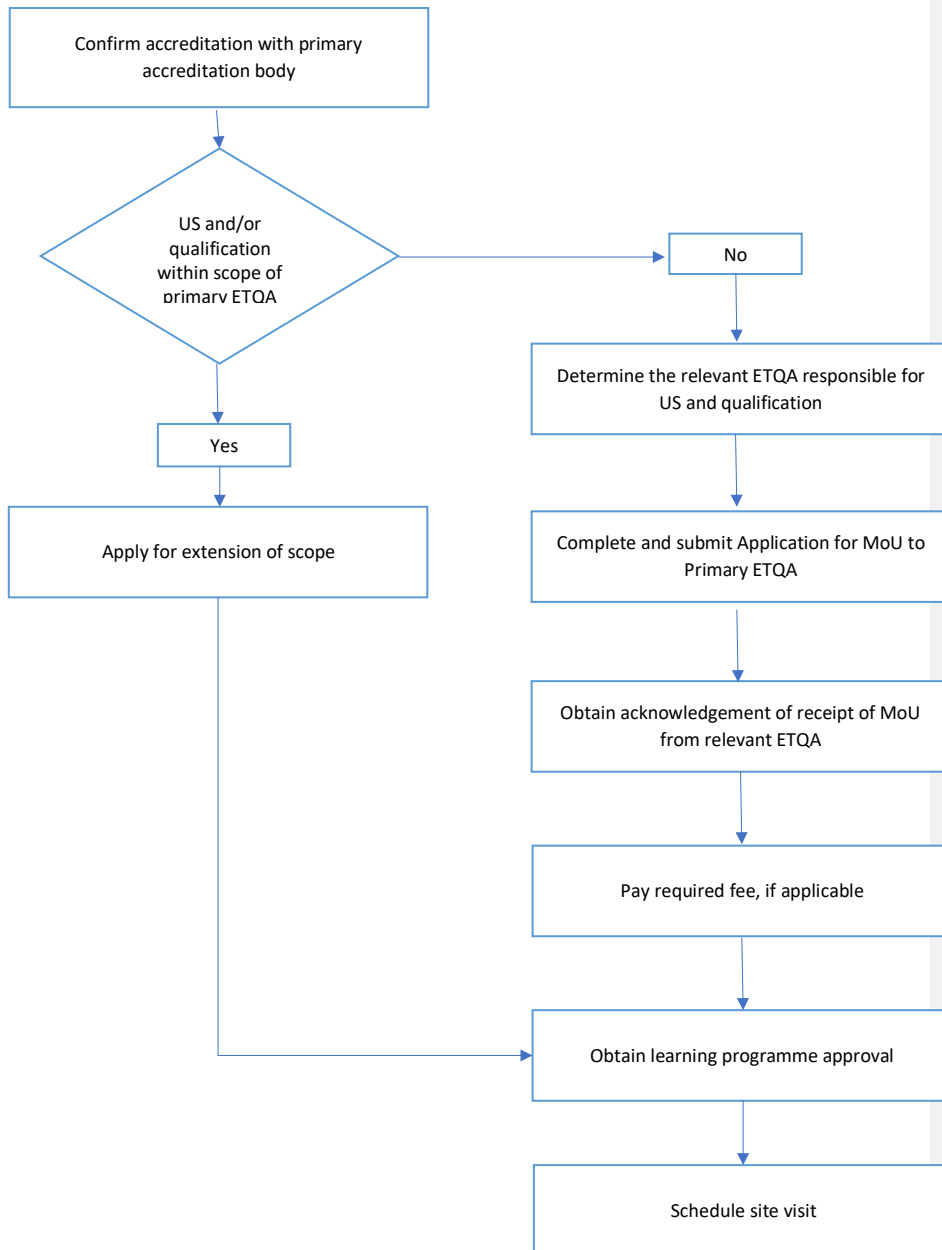
Document Title	QMS	Page Number	490
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P06 and PR06): FC 5b: Quality Management System Review



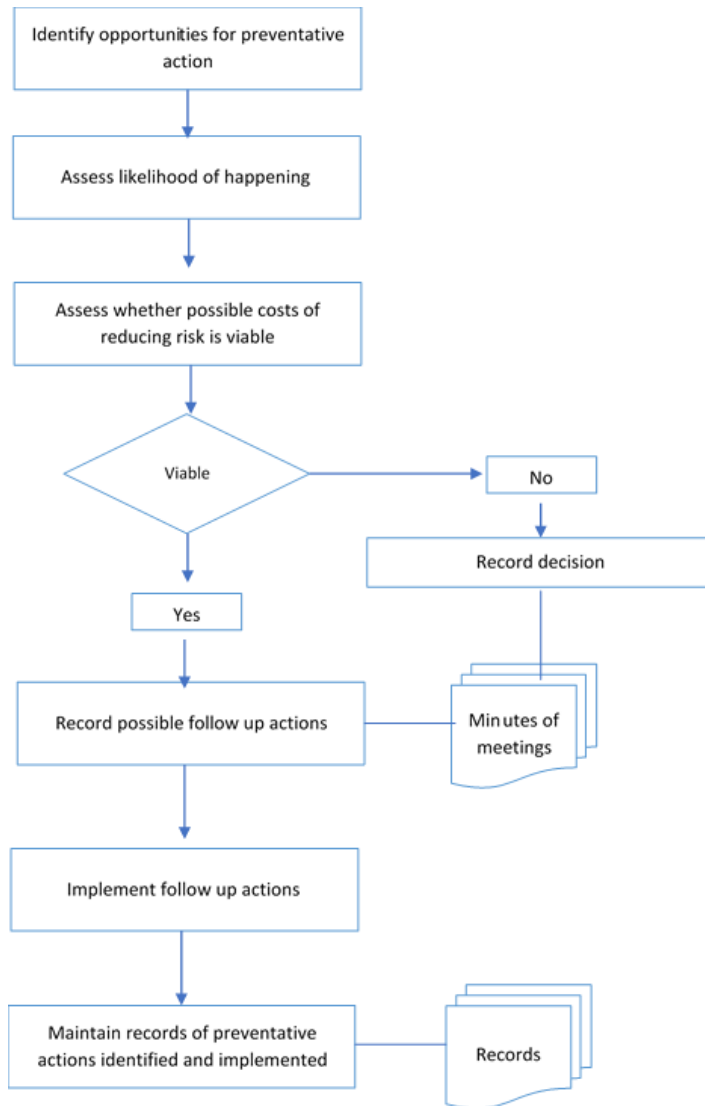
Document Title	QMS	Page Number	491
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P07 And PR07): FC 6: Accreditation as Secondary Provider Procedure



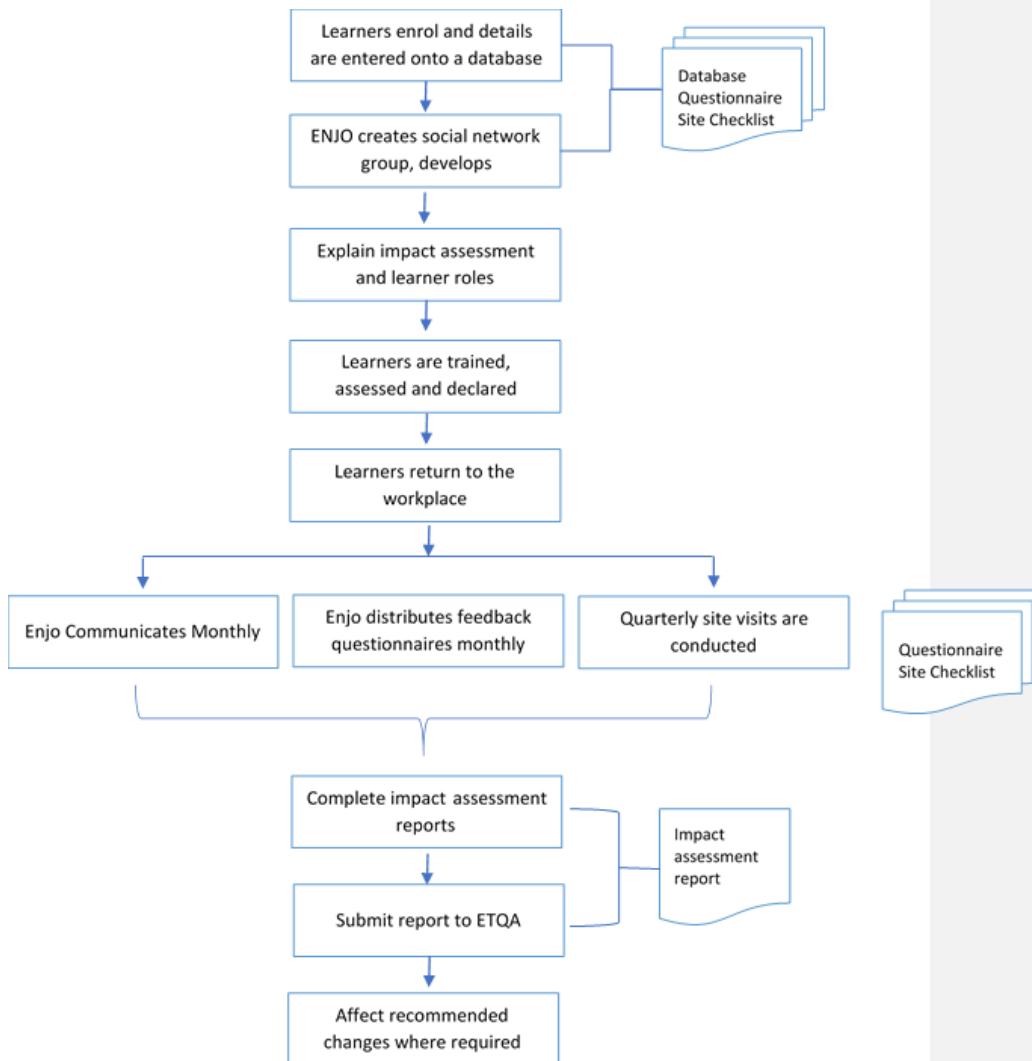
Document Title	QMS	Page Number	492
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P08 and PR08): FC 7: Preventative Action Procedure



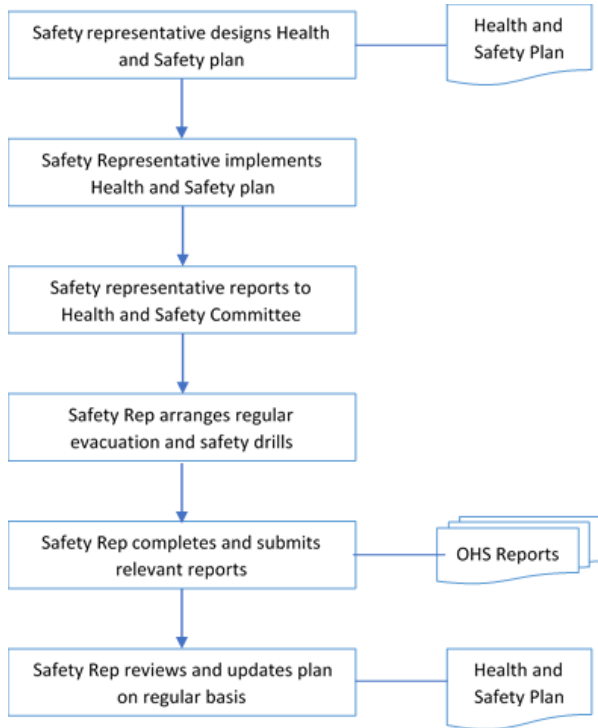
Document Title	QMS	Page Number	493
Document Number	E_QMS – 001	Version Number	V004
Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P10 and PR10): FC 8: Impact Assessment



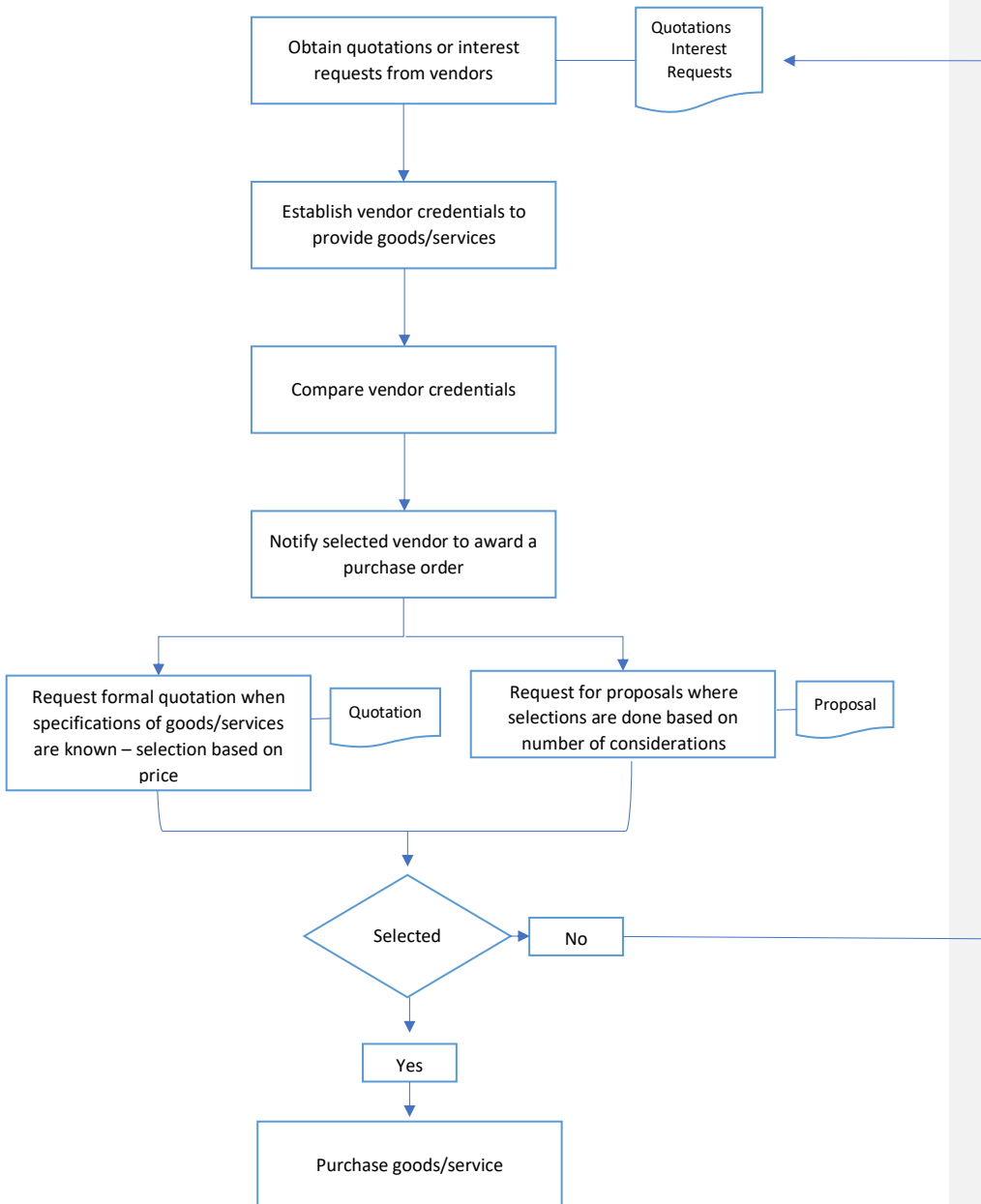
Document Title	QMS	Page Number	494
Document Number	E_QMS – 001	Version Number	V004
Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P11 and PR11): FC 9: Occupational Health & Safety (OHS) Strategy



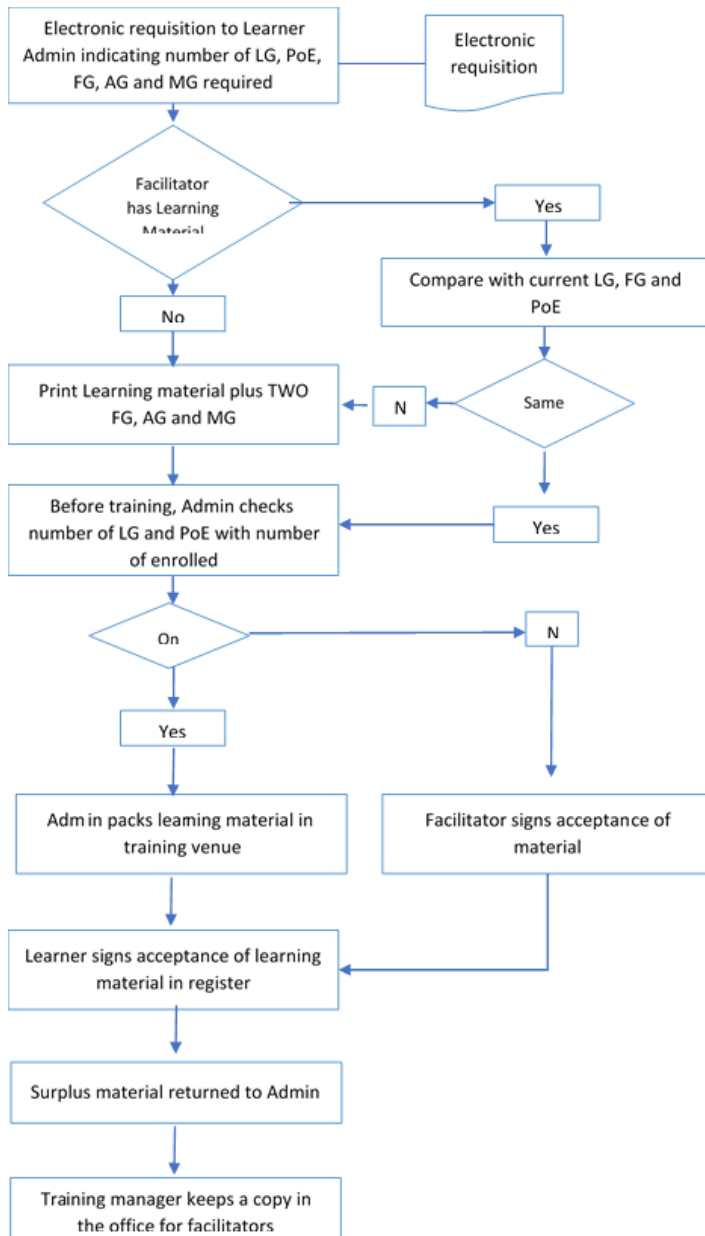
Document Title	QMS	Page Number	495
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P12 and PR12): FC 10: Procurement



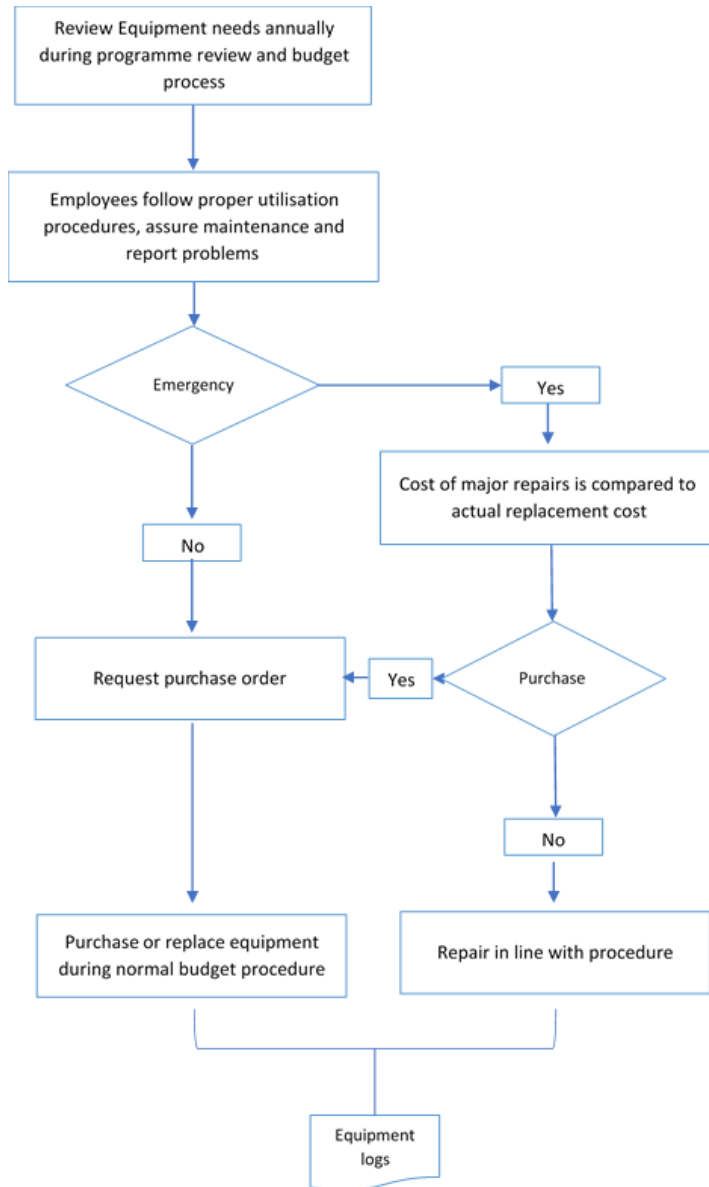
Document Title	QMS	Page Number	496
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P13 and PR13): FC 11: Control of Learning Material



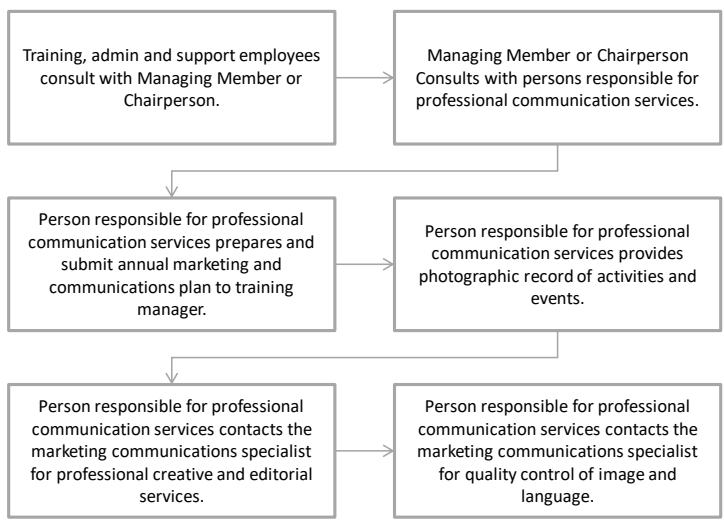
Document Title	QMS	Page Number	497
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P14 and PR 14): FC 12: Equipment Replacement Procedure



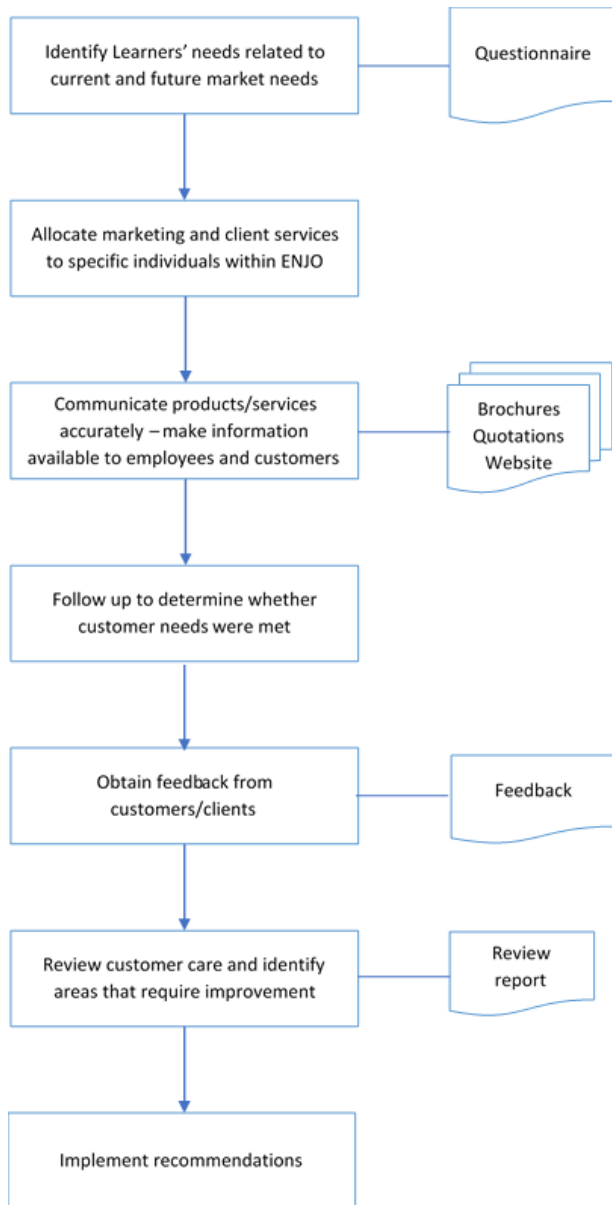
Document Title	QMS	Page Number	498
Document Number	E_QMS – 001	Version Number	V004
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Flowchart (P15 and PR15): FC 13 Marketing



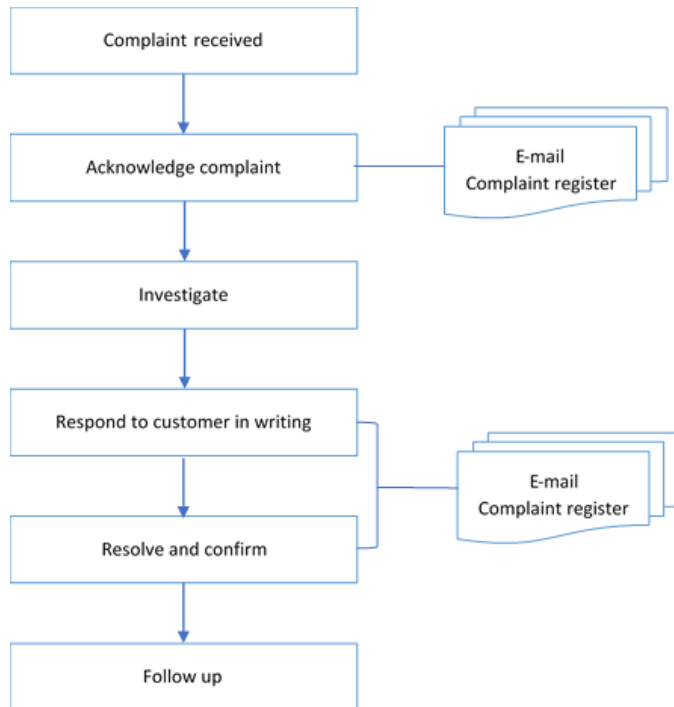
Document Title	QMS	Page Number	499
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Next revision date	01 March 2022		

Flowchart (P16 and PR16): FC 14 Customer Care



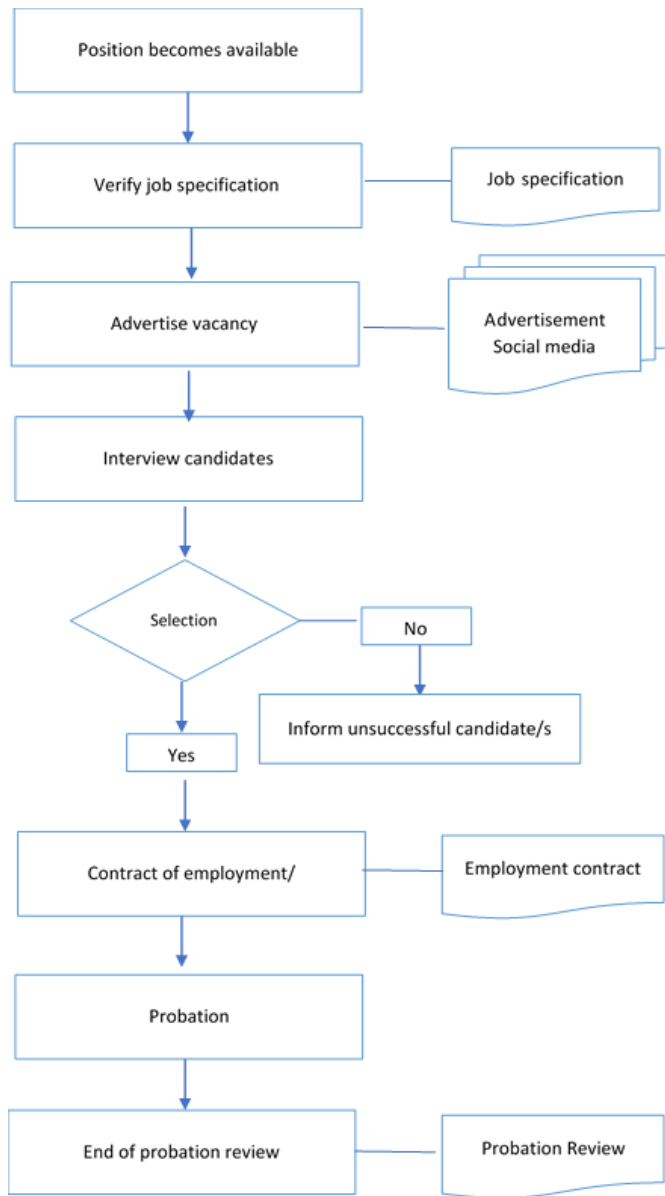
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Flowchart (P16 and PR16): FC 15: Customer Complaints



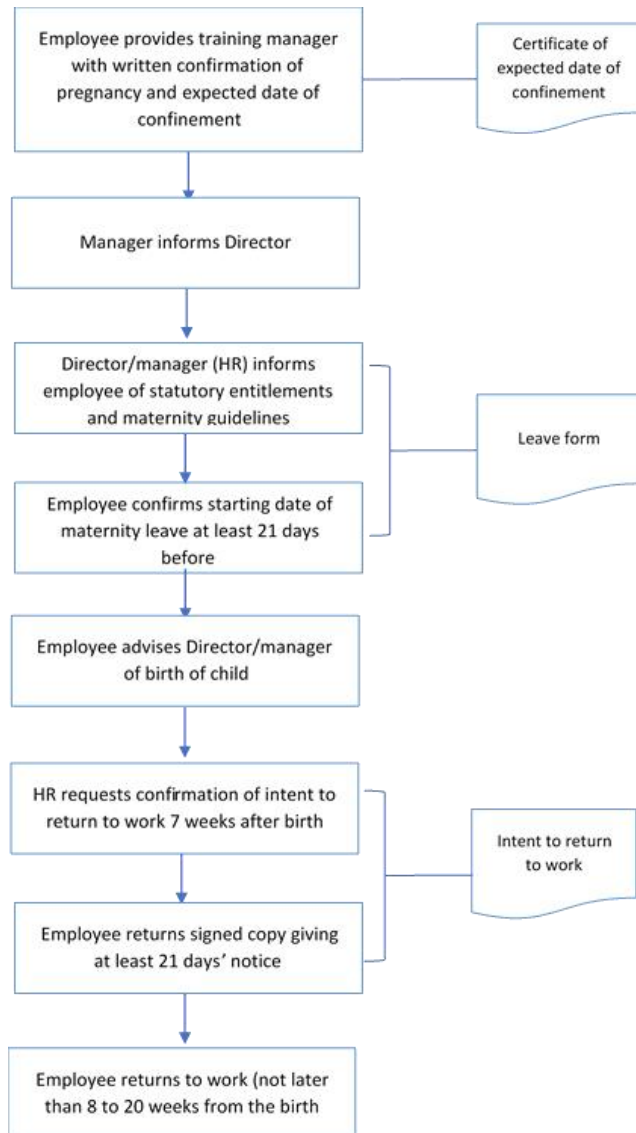
Document Title	QMS	Page Number	501
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Flowchart (P17 and PR17): FC 16: Recruitment and Selection



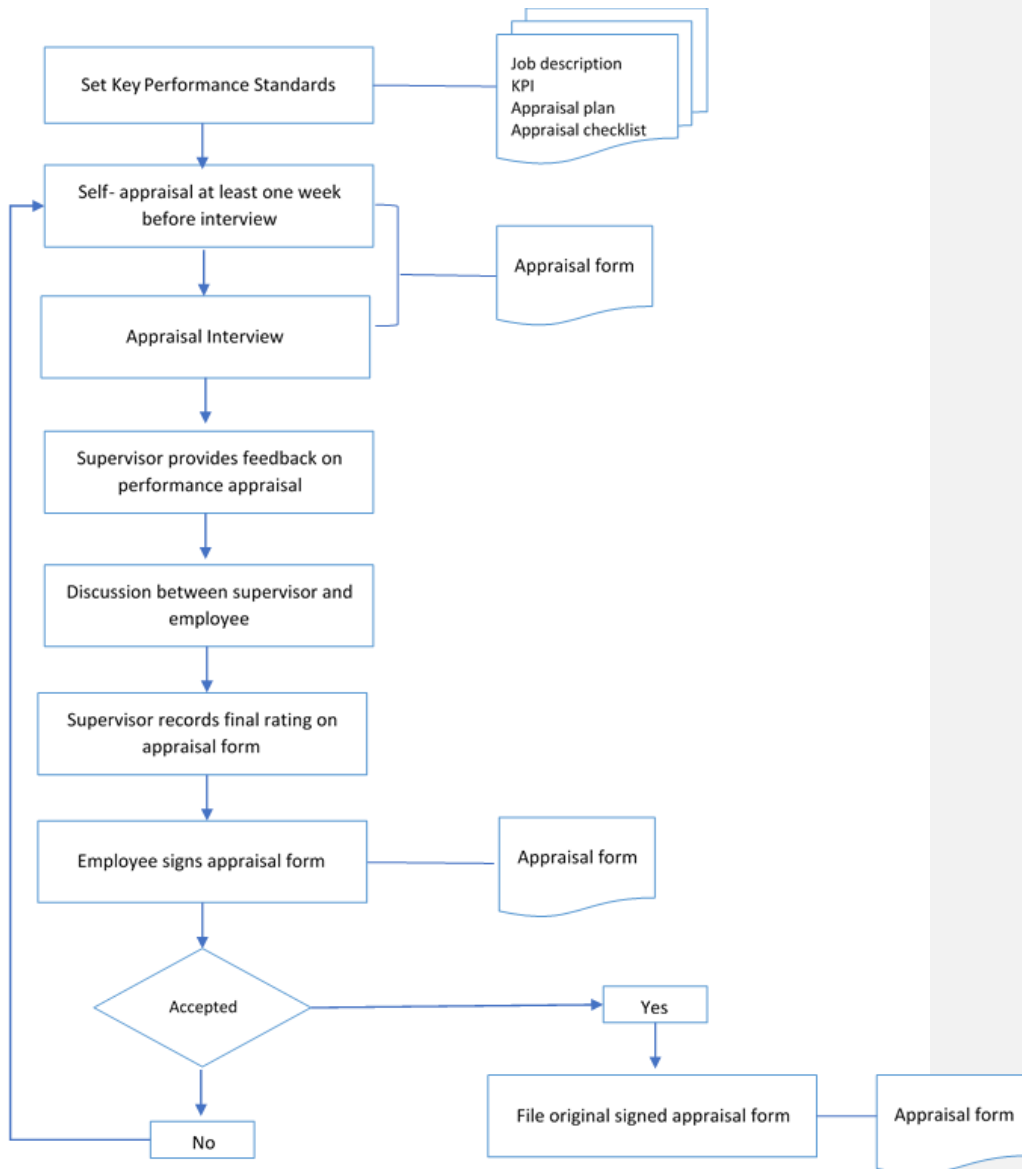
Document Title	QMS	Page Number	502
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Flowchart (P17 and PR17): FC 17: Maternity Leave



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Flowchart (P17 and PR17): FC 18: Appraisal Procedure

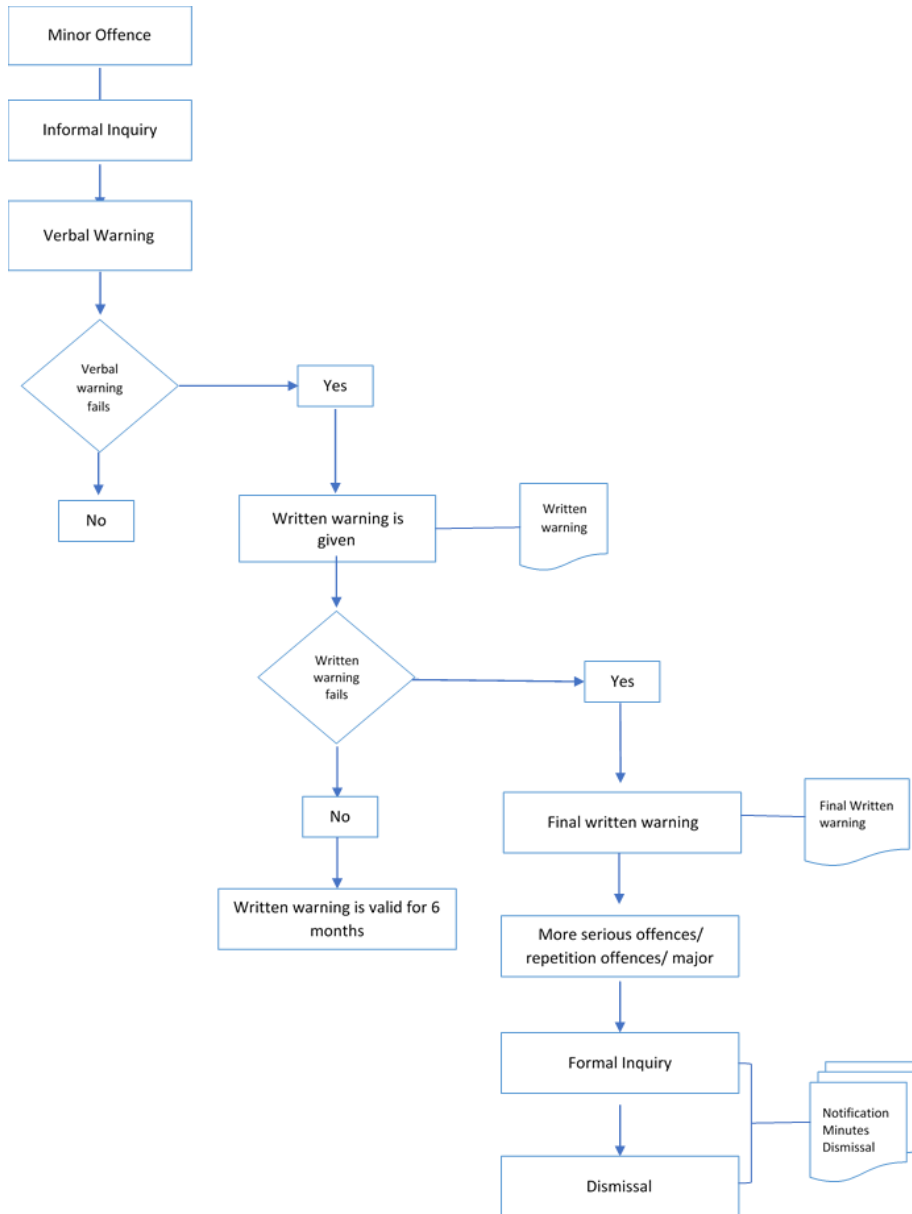


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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P17 and PR17): FC 19: Grievance Procedure

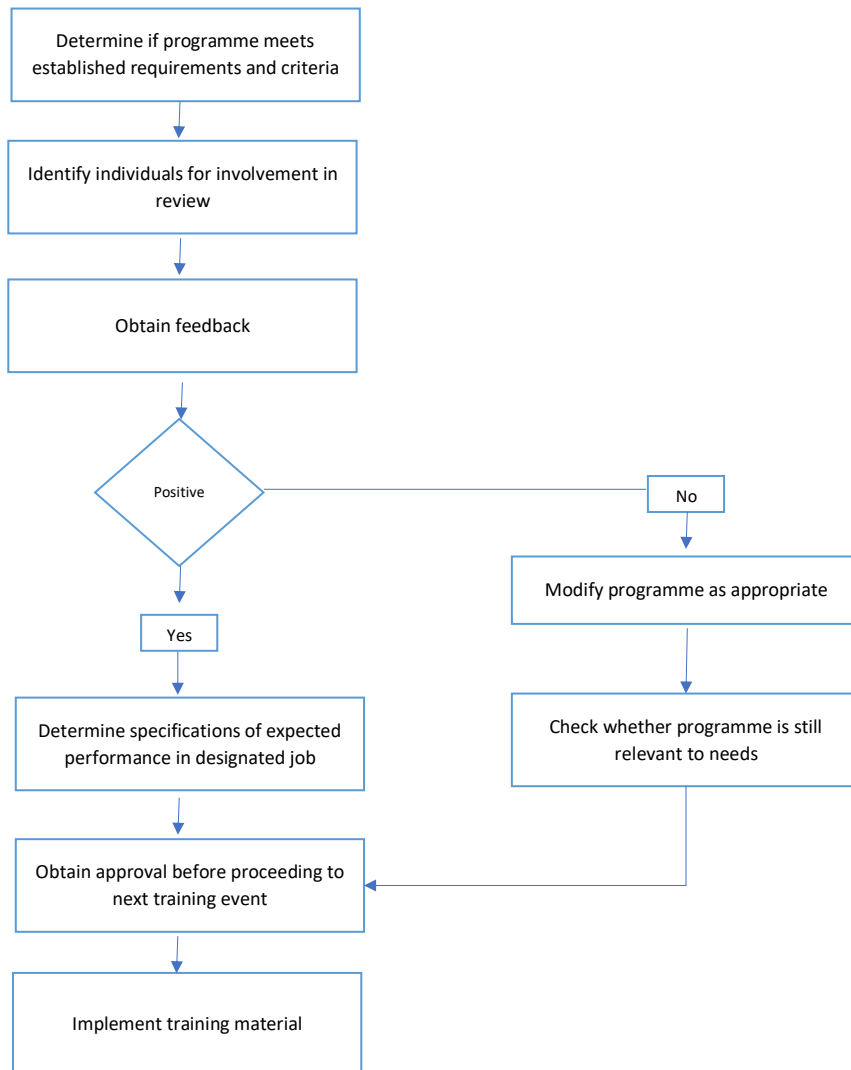
Document Title	QMS	Page Number	505
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Last Revision Date	01 March 2021	Access	Controlled
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Flowchart (P17 and PR17): FC 20: Disciplinary Procedure



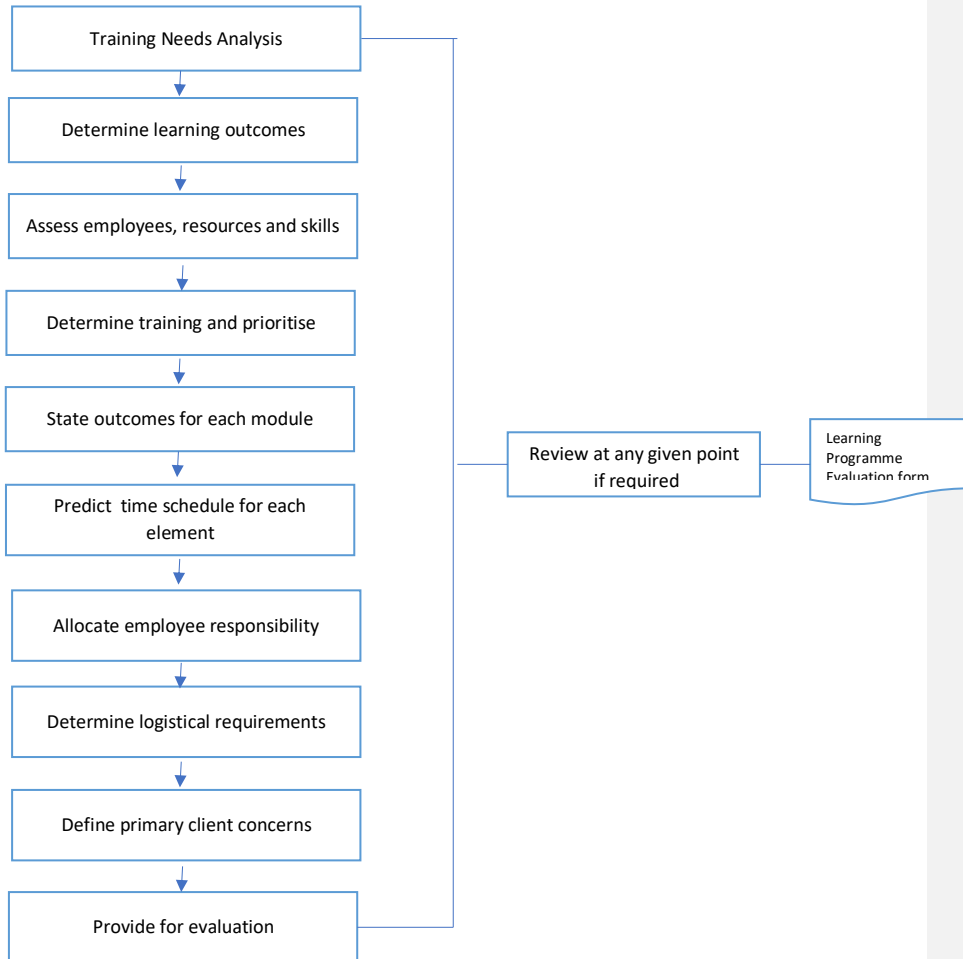
Document Title	QMS	Page Number	506
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P26 AND PR26) **LP 1A:** LEARNING PROGRAMME REVIEW



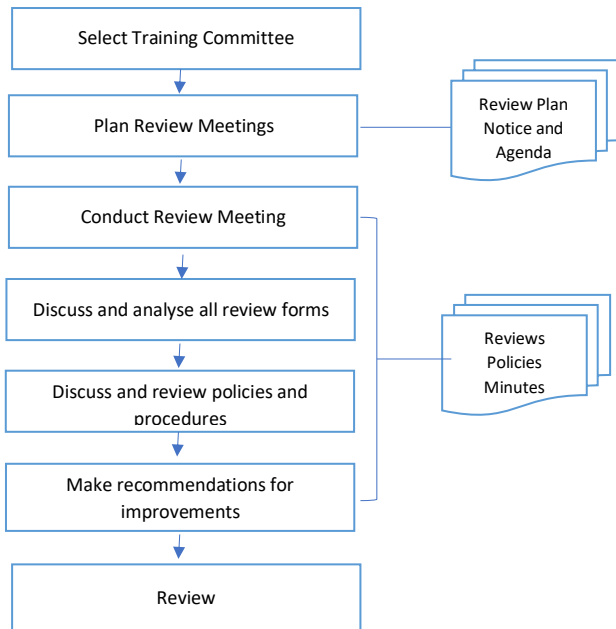
Document Title	QMS	Page Number	507
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FLOWCHART FC (P26 AND PR26) LP 1B: LEARNING PROGRAMME DEVELOPMENT PROCEDURES



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FLOWCHART FC (P27 AND PR27) LP 2: TRAINING COMMITTEE PROCEDURE

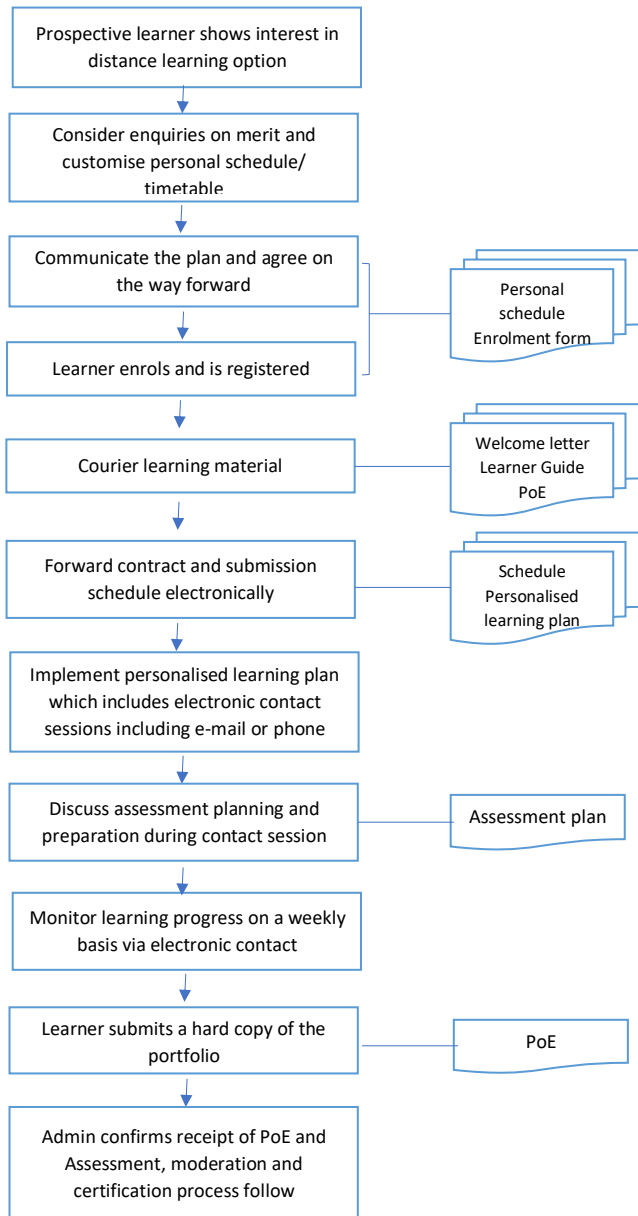


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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P28 AND PR28) LP 3: ADMISSION PROCEDURE

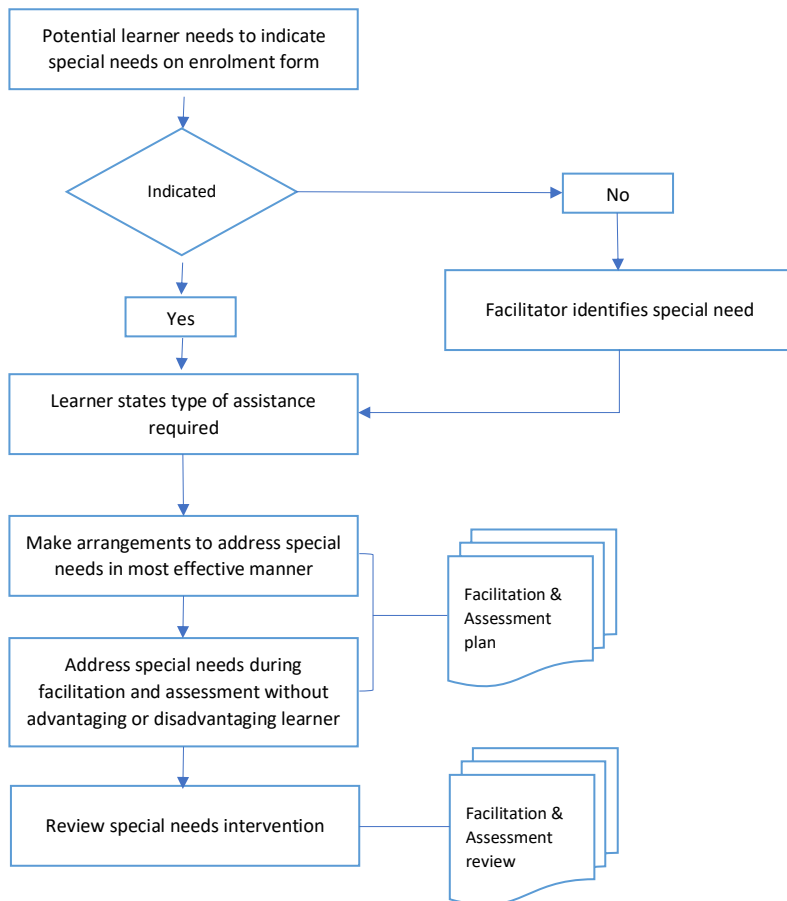
Document Title	QMS	Page Number	510
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P29 AND PR29) LP 4: DISTANCE LEARNING



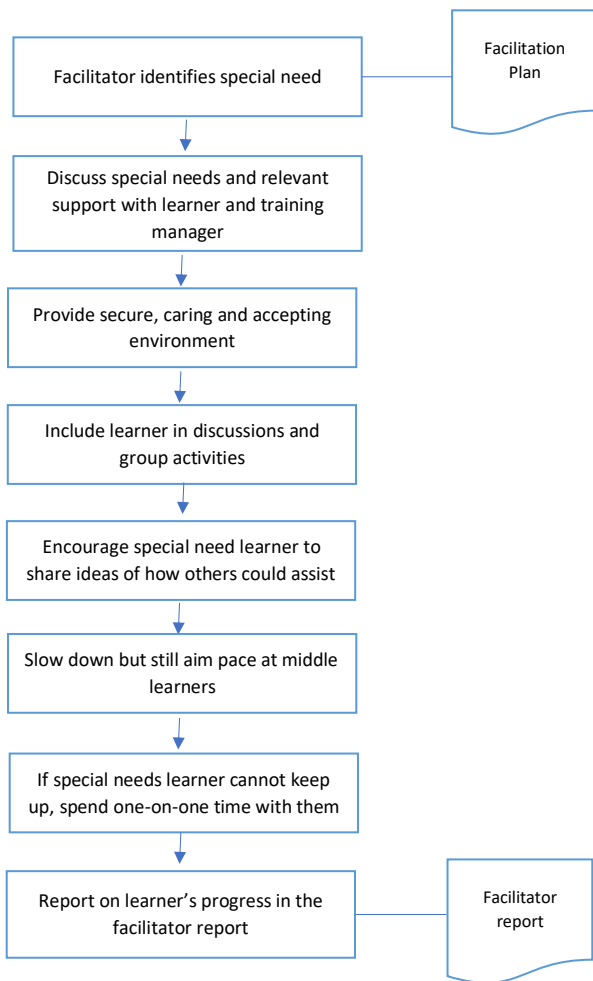
Document Title	QMS	Page Number	511
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P31 AND PR31) **LP 5A:** IDENTIFY LEARNERS WITH SPECIAL NEEDS



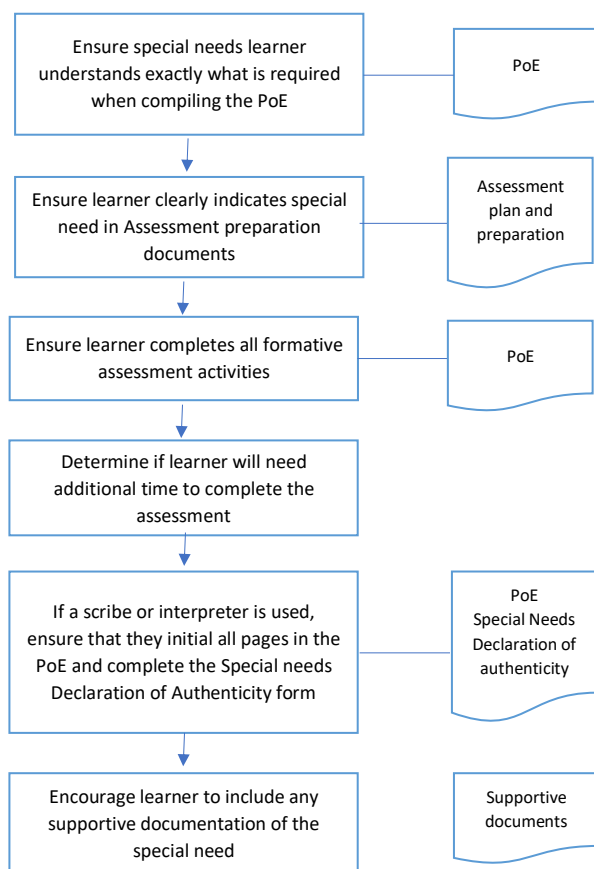
Document Title	QMS	Page Number	512
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P31 AND PR31) **LP 5B:** ACCOMMODATE LEARNERS WITH SPECIAL NEEDS



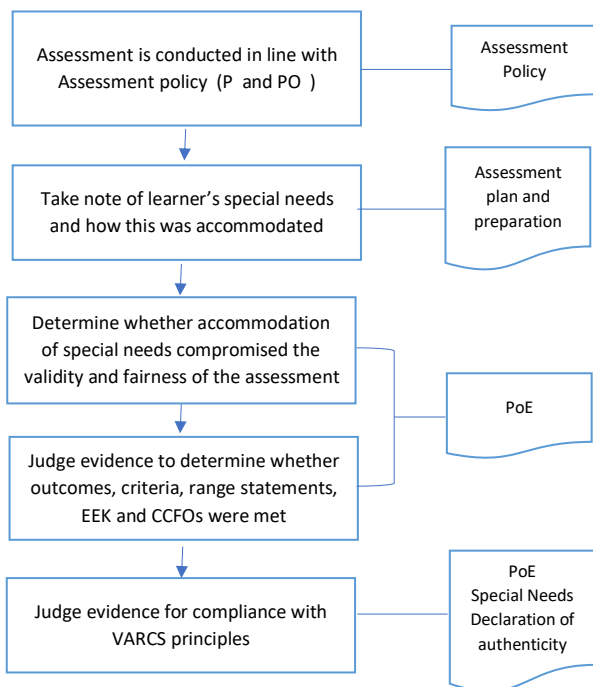
Document Title	QMS	Page Number	513
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FLOWCHART FC (P31 AND PR31) LP 5c: PREPARE LEARNERS WITH SPECIAL NEEDS FOR ASSESSMENT



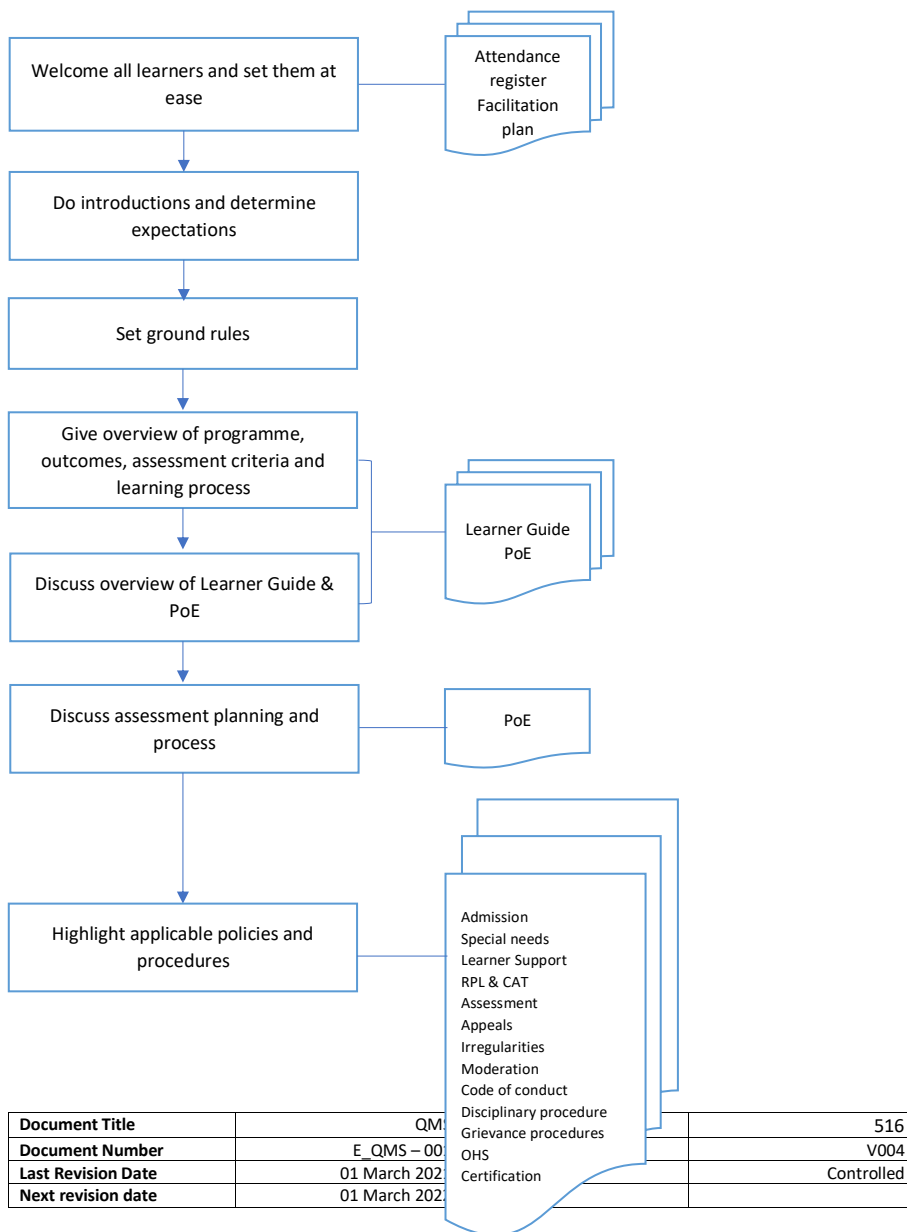
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P31 AND PR31) **LP 5D:** ASSESS LEARNERS WITH SPECIAL NEEDS

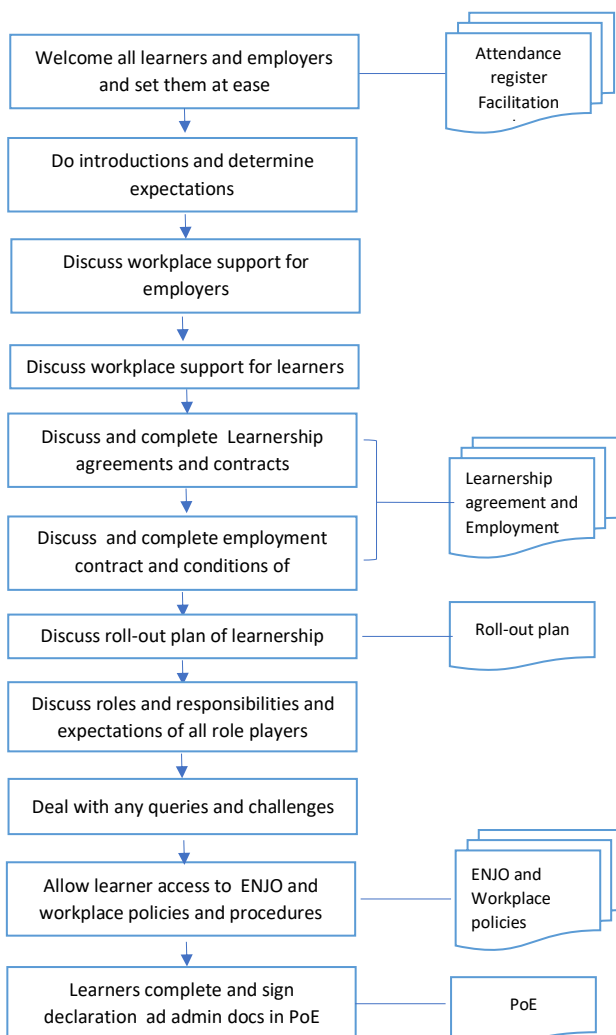


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FLOWCHART FC (P32 AND PR32) LP 6A: LEARNER ORIENTATION – CONTACT LEARNERS



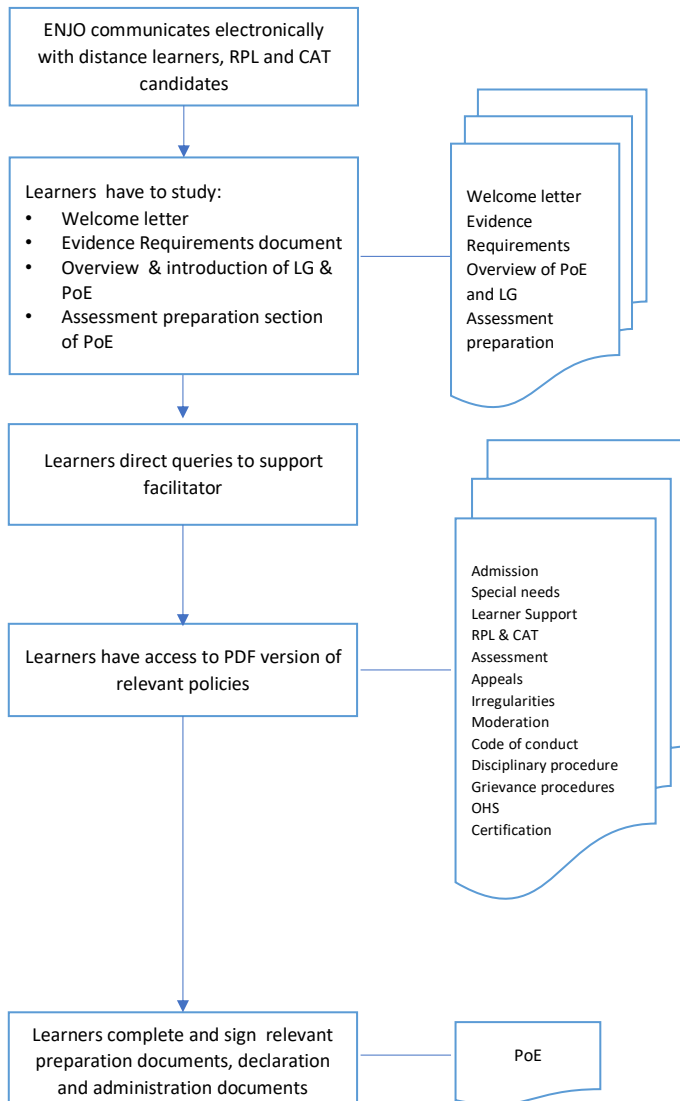
FLOWCHART FC (P32 AND PR32) LP 6B: LEARNER ORIENTATION – LEARNERSHIPS



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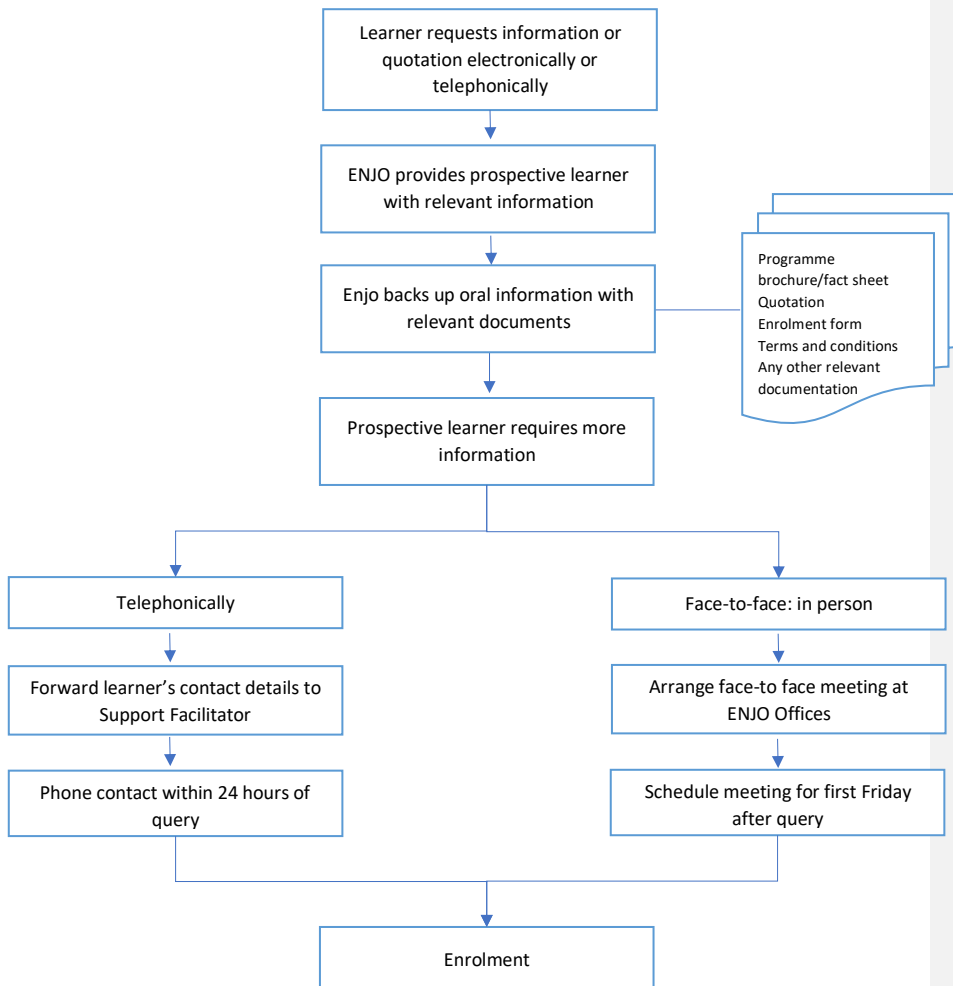
FLOWCHART FC (P32 AND PR32) **LP 6C:** LEARNER ORIENTATION – DISTANCE LEARNERS, RPL AND CAT

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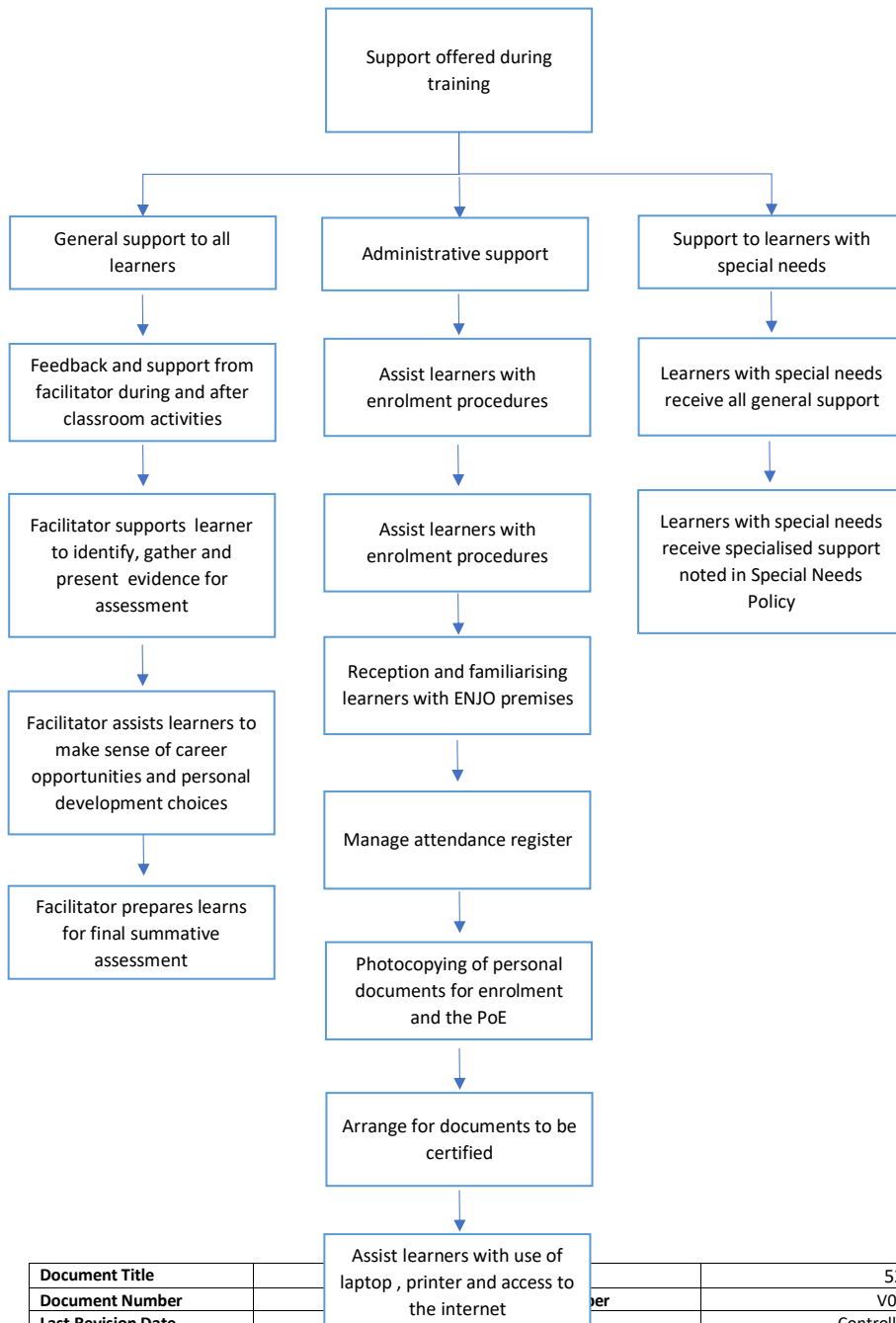
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FLOWCHART FC (P33 AND PR33) LP 7A: LEARNER SUPPORT BEFORE ENROLMENT



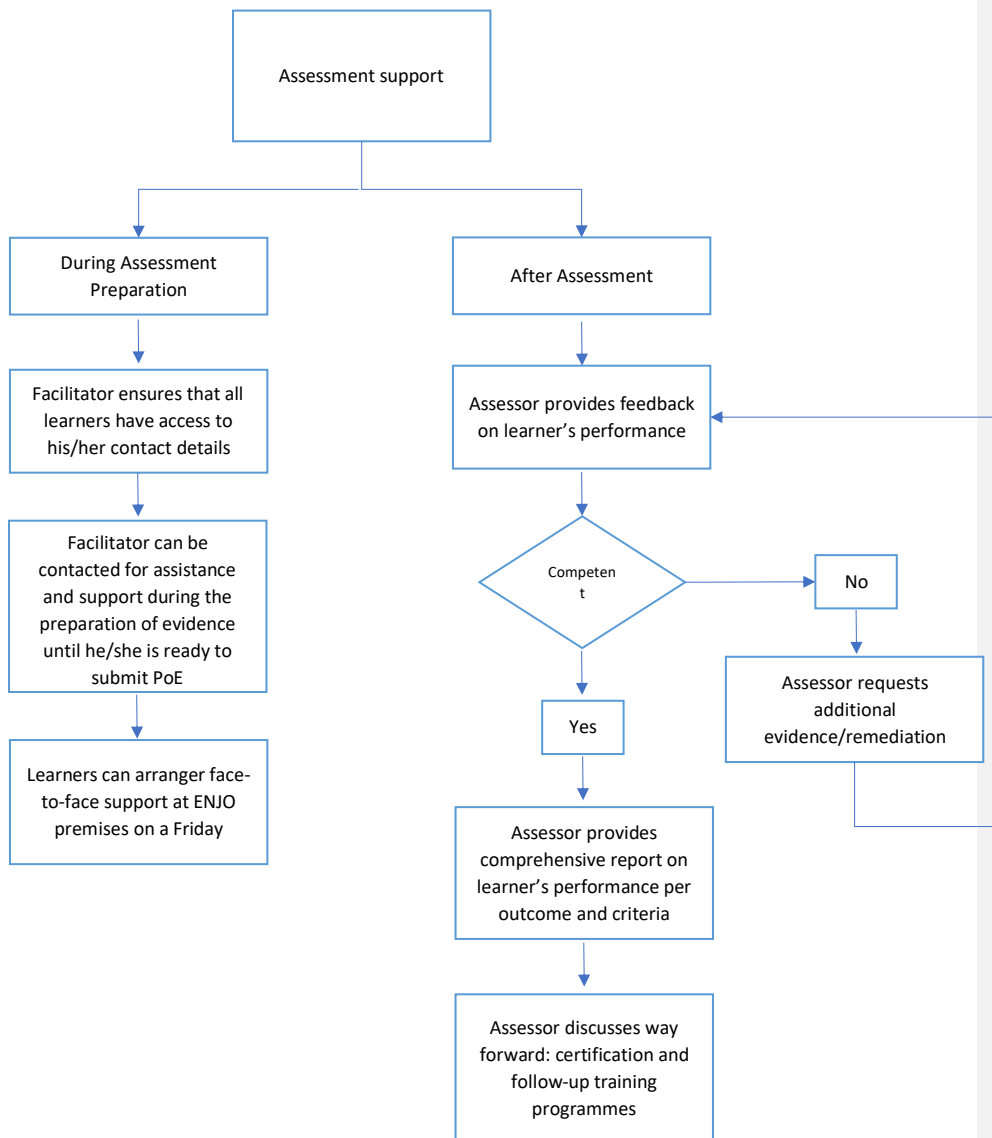
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FLOWCHART FC (P33 AND PR33) LP 7B: LEARNER SUPPORT: DURING TRAINING



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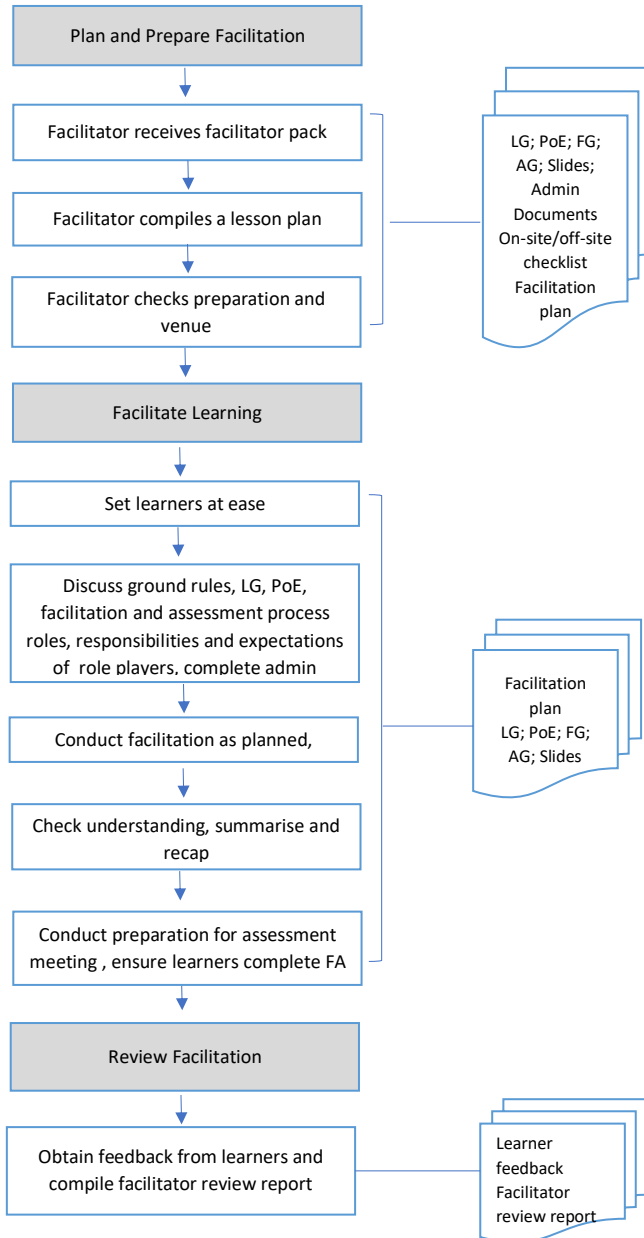
FLOWCHART FC (P33 AND PR33) LP 7C: LEARNER SUPPORT: AFTER TRAINING



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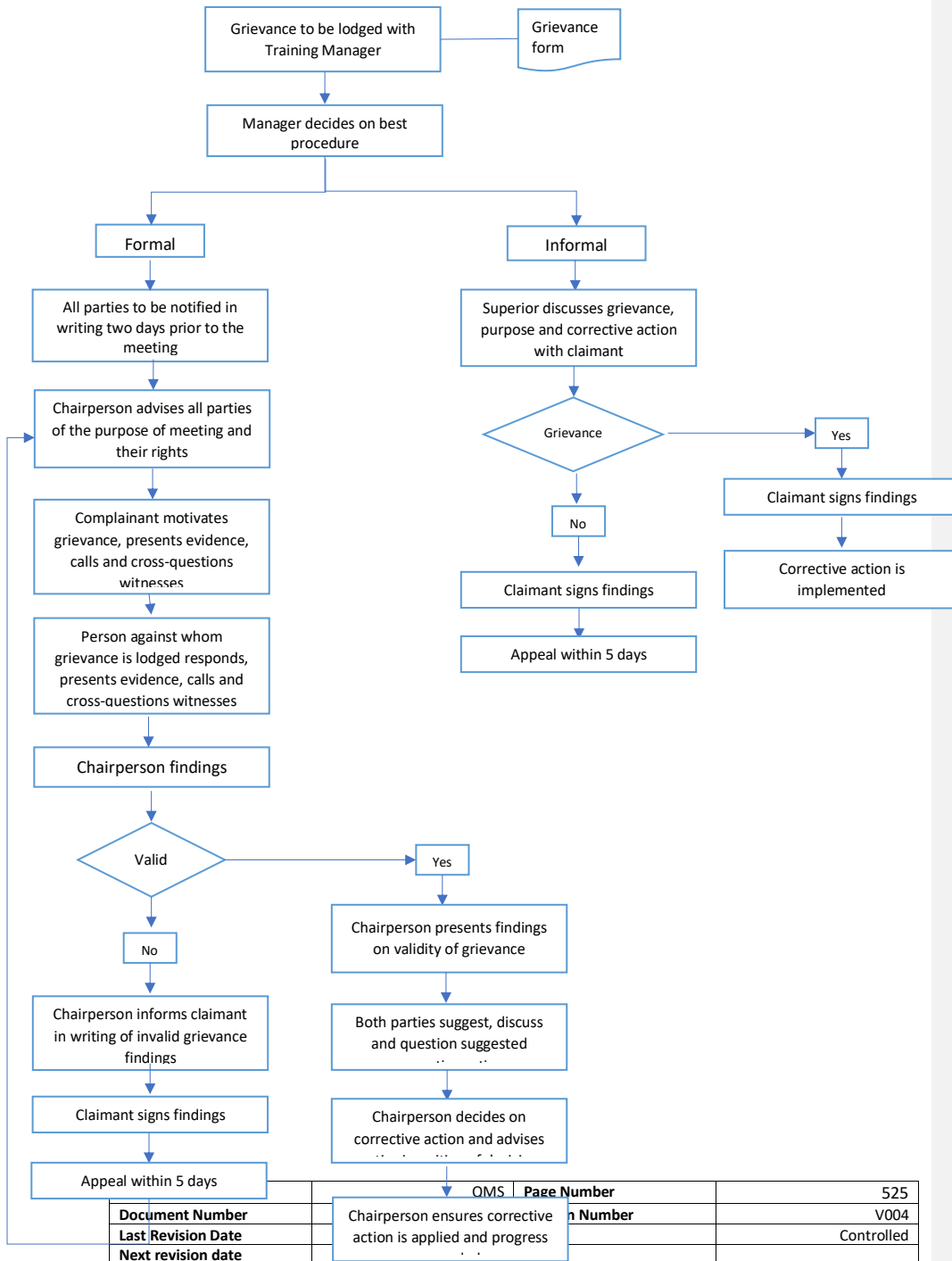
FLOWCHART FC (P34 AND PR34) LP 8: FACILITATE LEARNING

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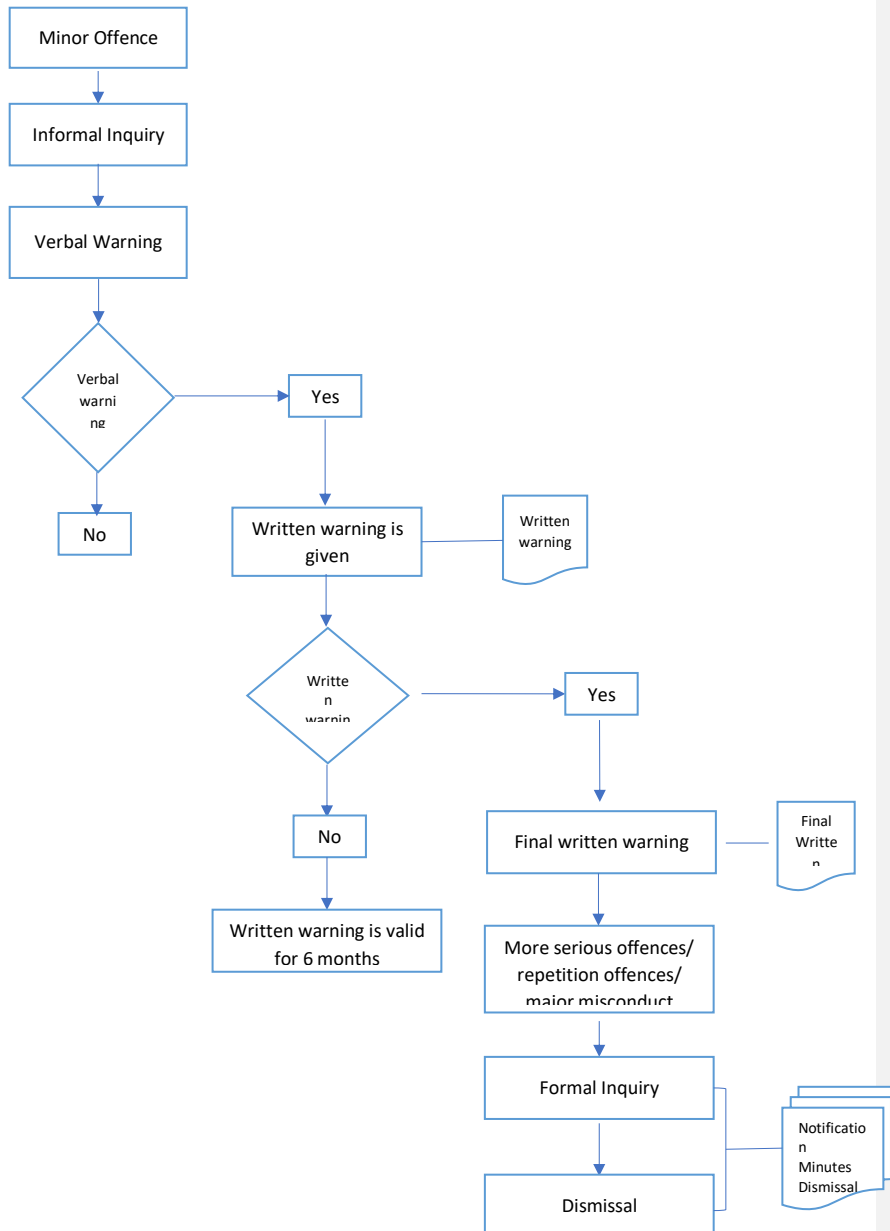
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Last Revision Date	01 March 2021	Access	Controlled
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FLOWCHART FC (P35 AND PR35) LP 9: GRIEVANCE PROCEDURE



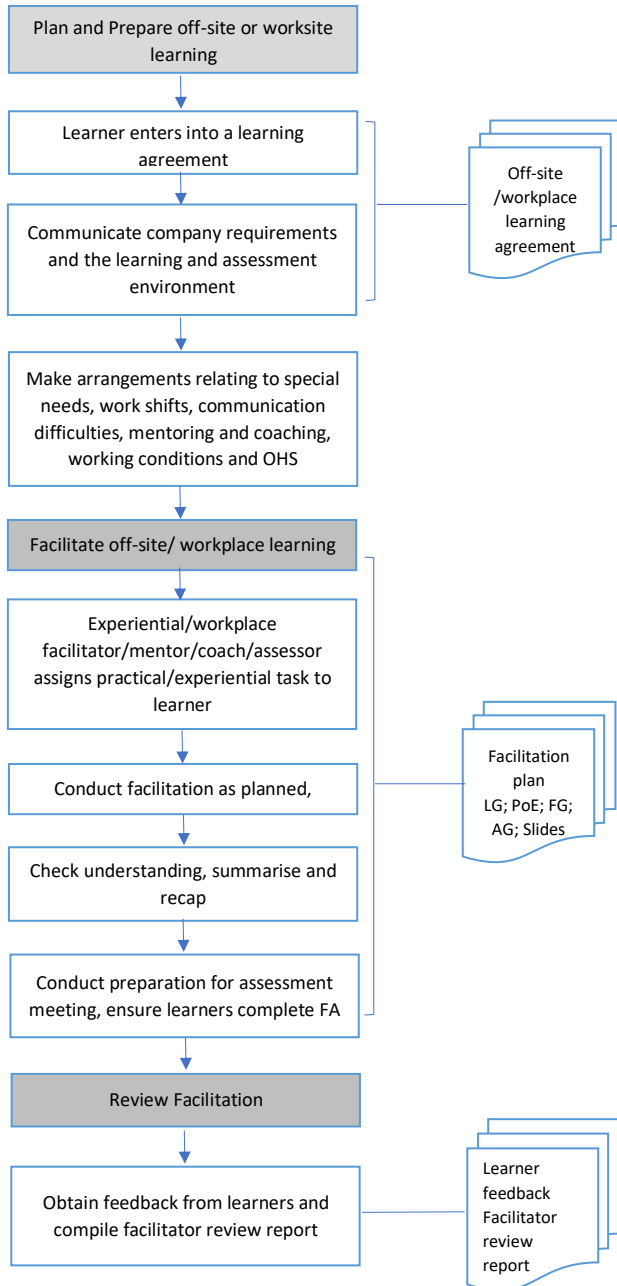
FLOWCHART FC (P36 AND PR36) LP 9: DISCIPLINARY ACTION

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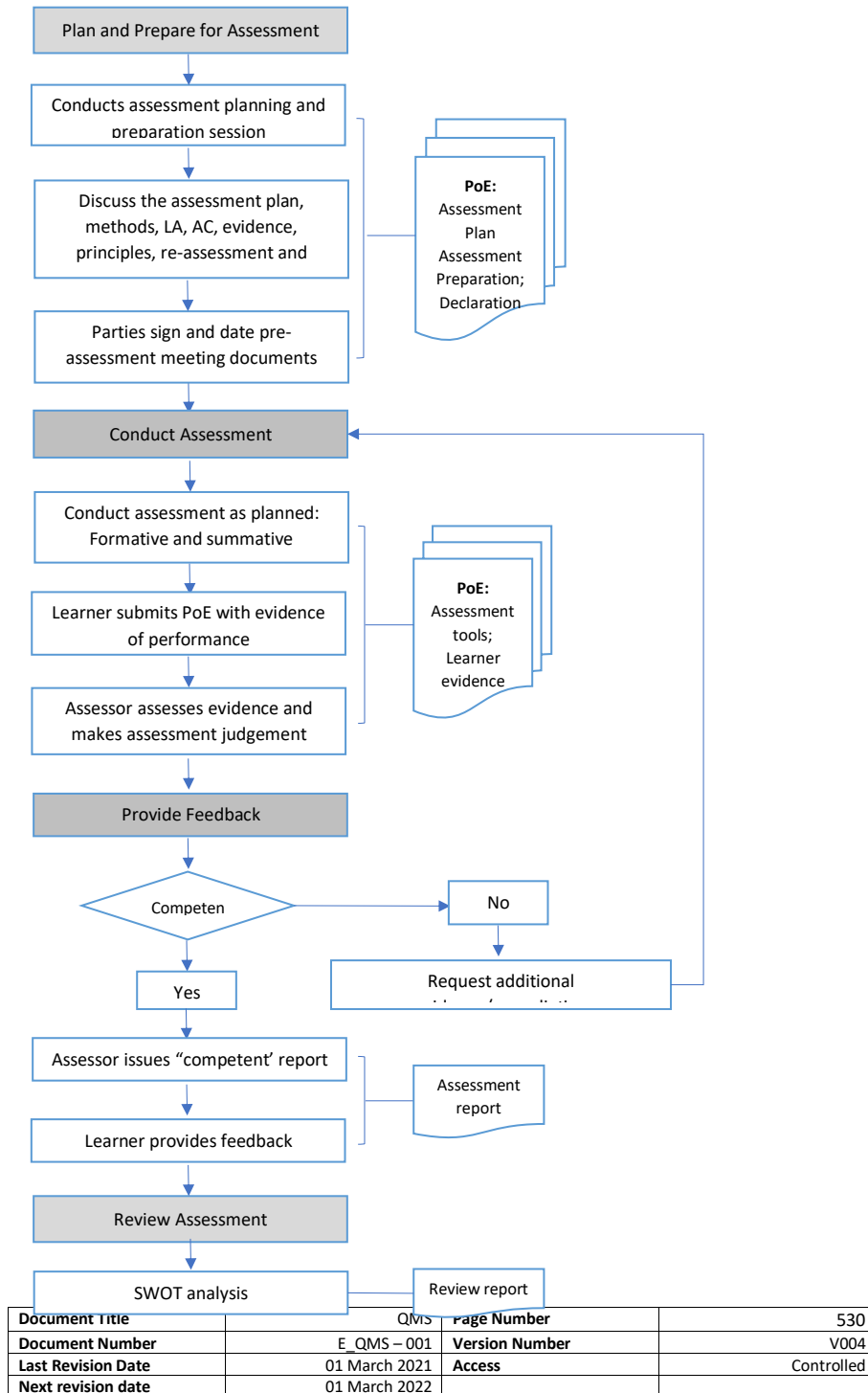
FLOWCHART FC (P37 AND PR37) **LP 10 A:** MANAGEMENT OF ON-SITE/ OFF-SITE LEARNING



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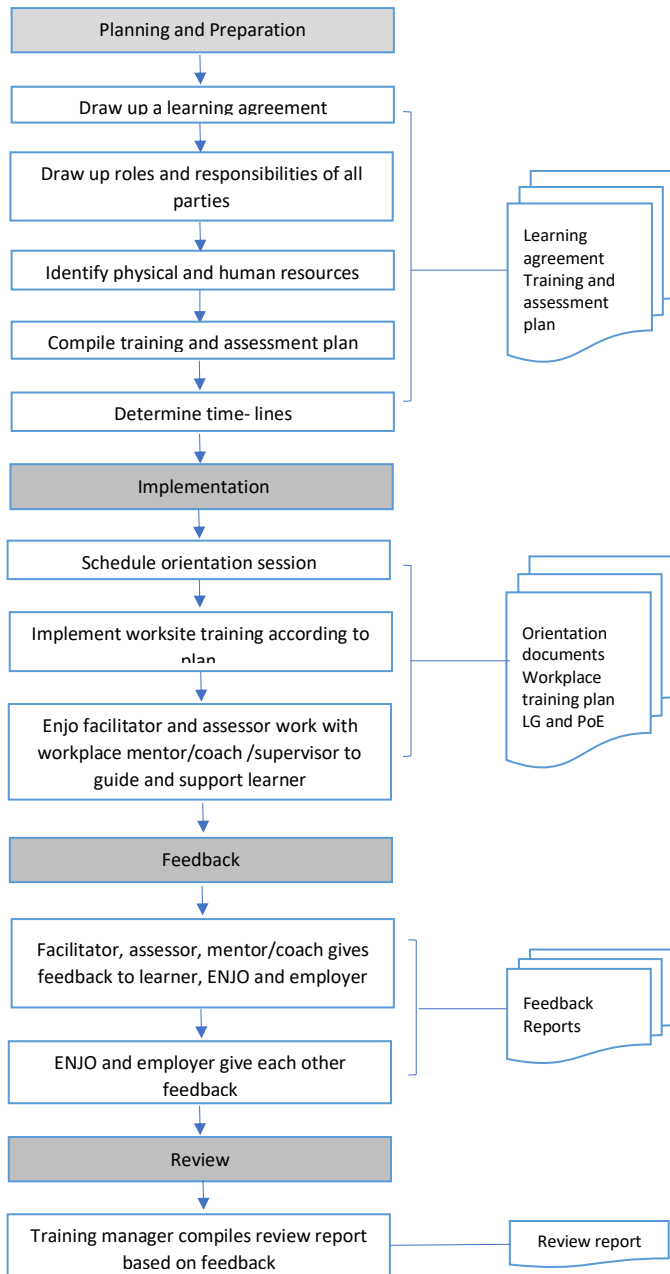
FLOWCHART FC (P37 AND PR37) **LP 10 B:** MANAGEMENT OF ON-SITE / OFF-SITE ASSESSMENT

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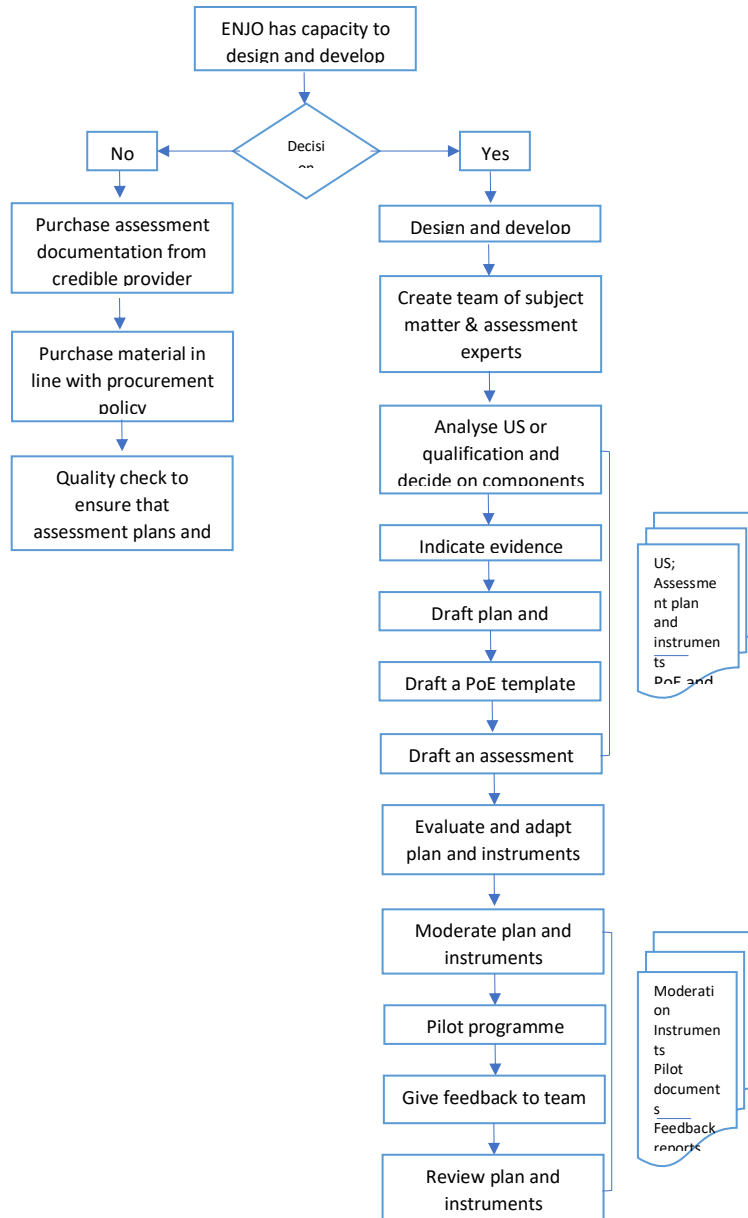
FLOWCHART FC (P38 AND PR38) LP 11: WORKPLACE SUPPORT MANAGEMENT

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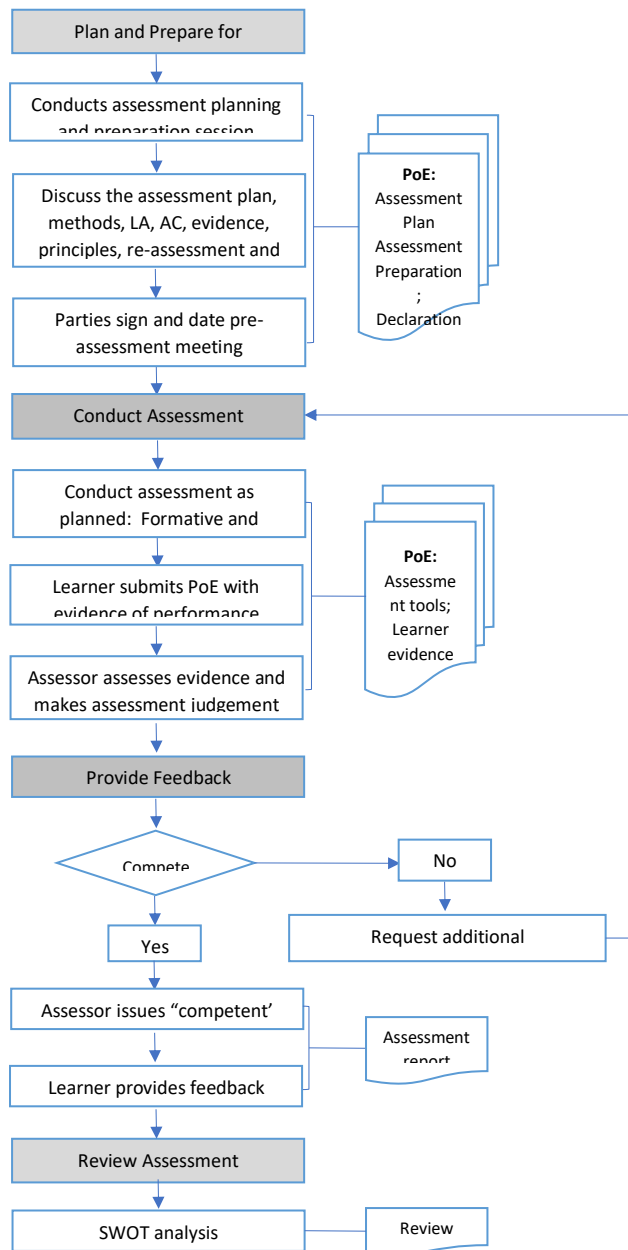
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FLOWCHART FC (P40 AND PR40) LP 12: ASSESSMENT DESIGN



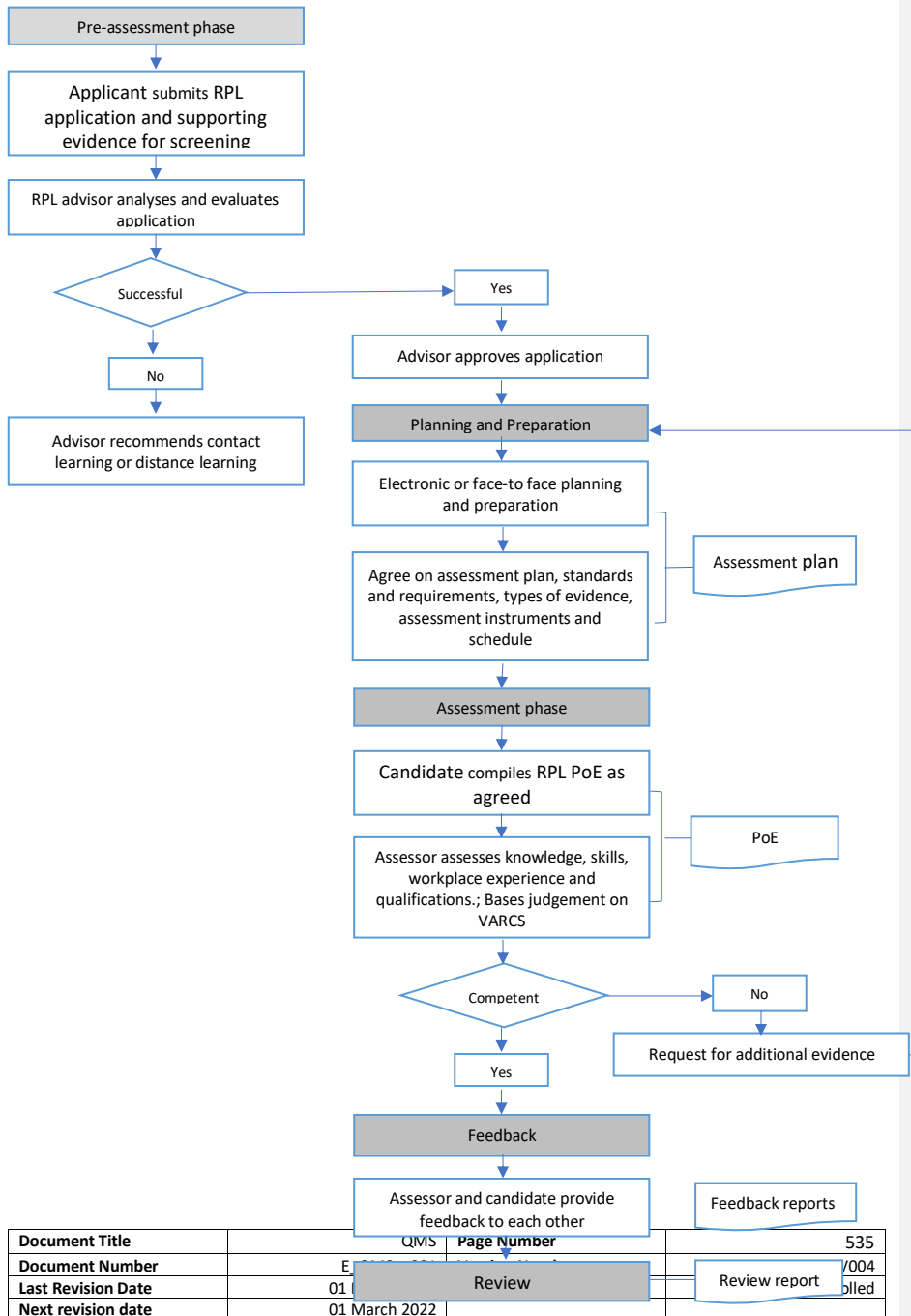
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FLOWCHART FC (P41 AND PR41) **LP 13:** ASSESSMENT



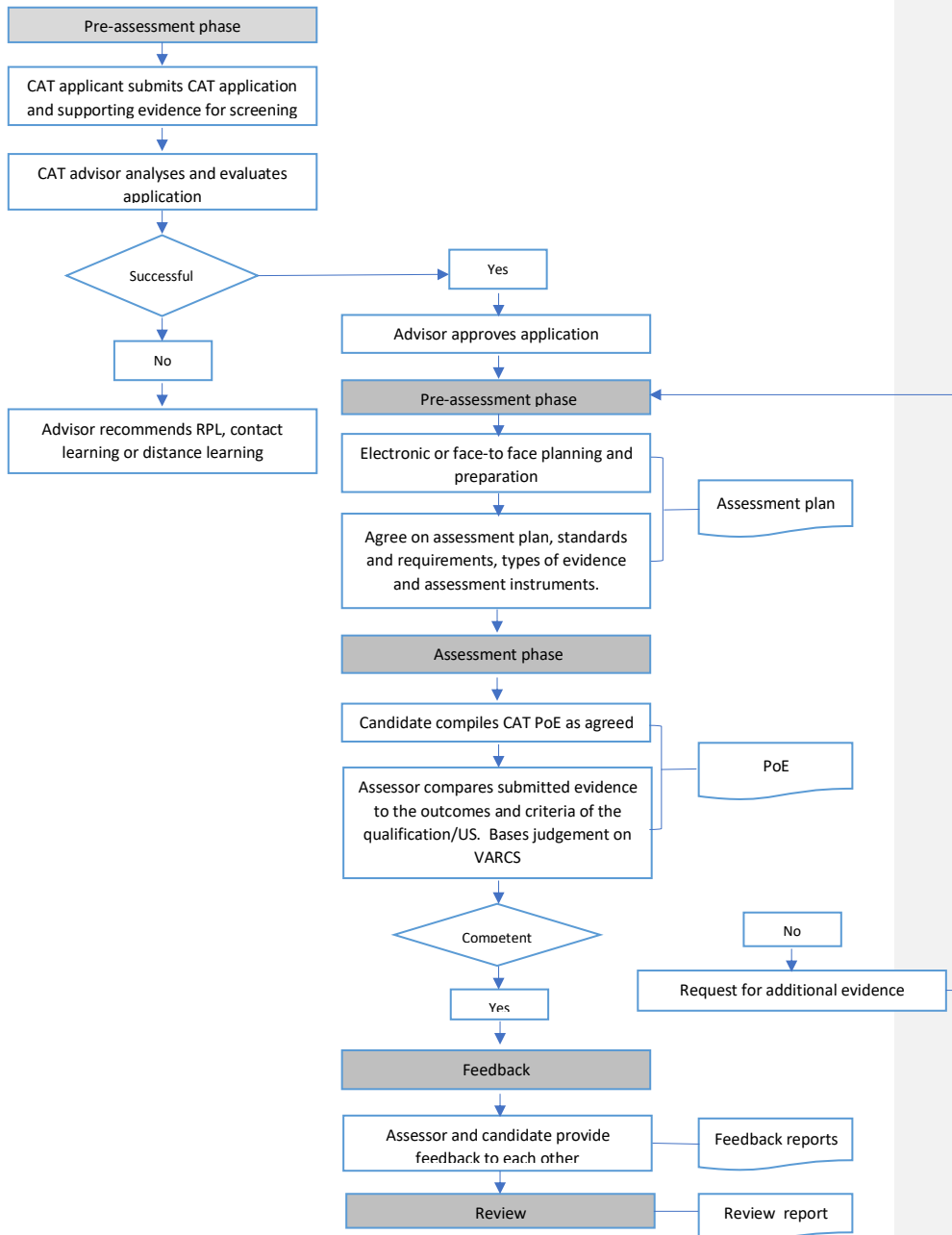
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FLOWCHART FC (P42 AND PR42) LP 14: RECOGNITION OF PRIOR LEARNING (RPL)



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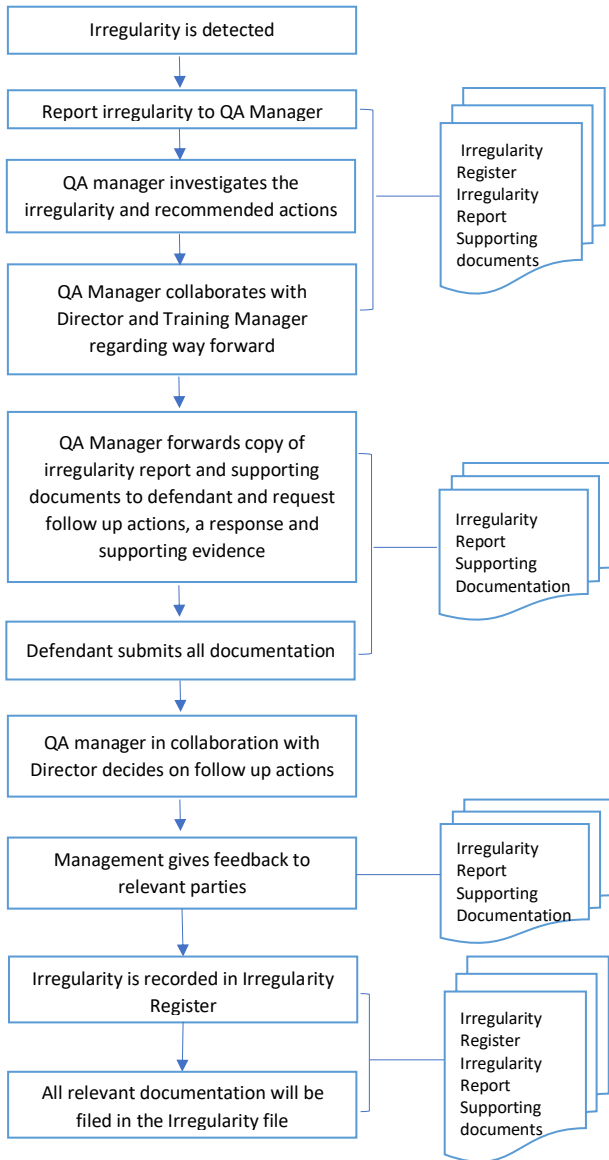
FLOWCHART FC (P43/4 AND PR43/4) **LP 15:** CREDIT ACCUMULATION AND TRANSFER AND ASSESSMENT OF



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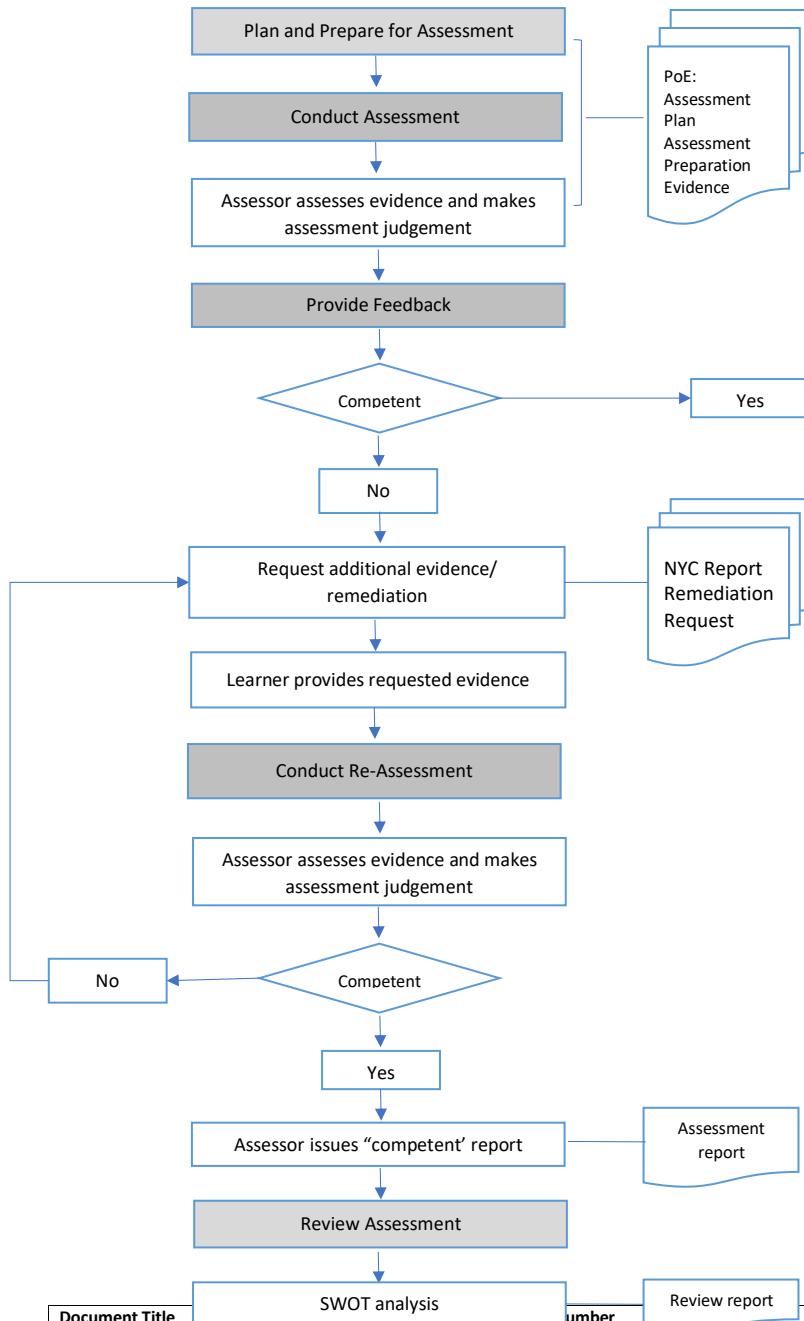
FUNDAMENTALS

FLOWCHART FC (P45 AND PR45) LP 16: IRREGULARITY PROCESS



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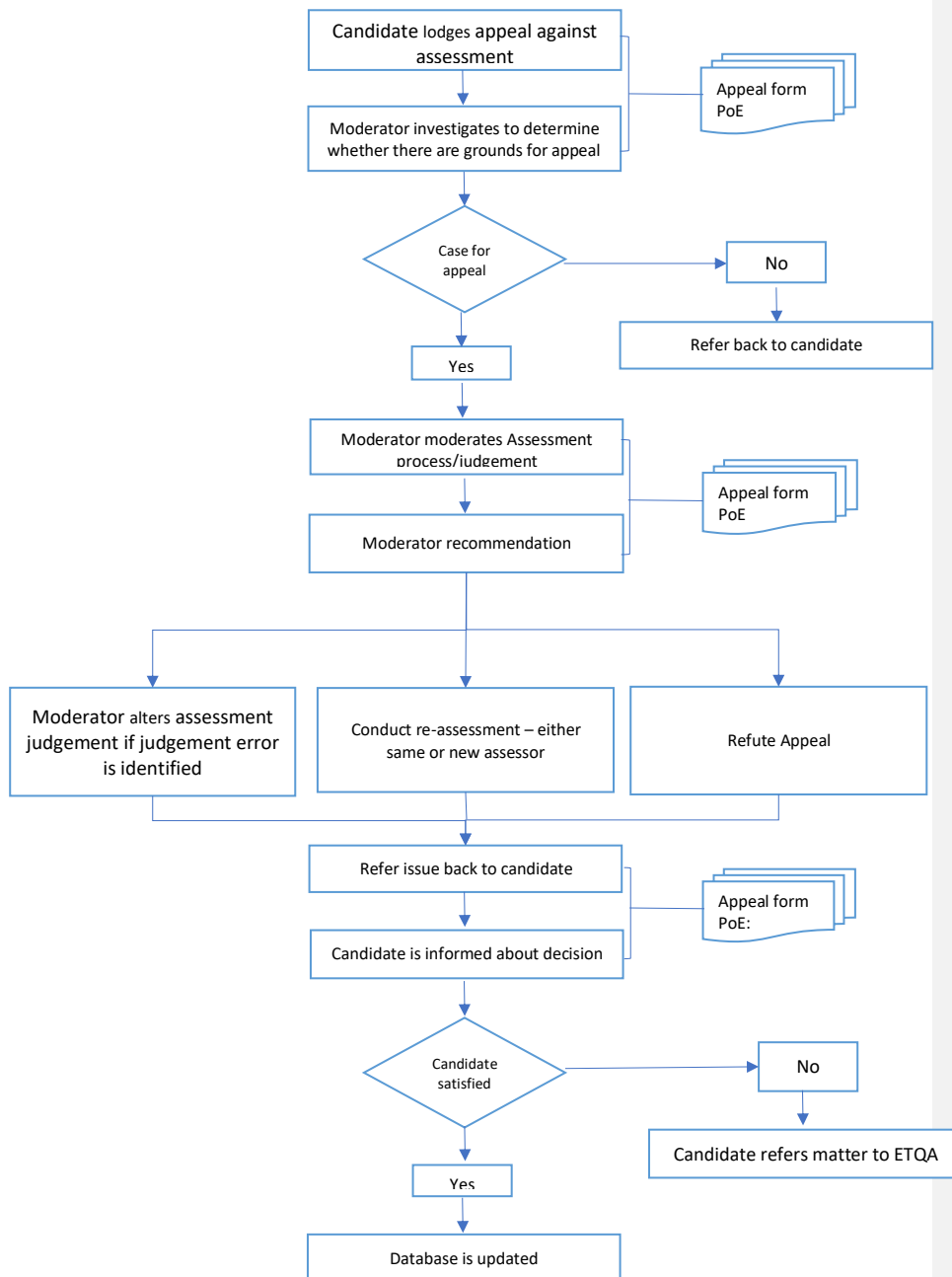
FLOWCHART FC (P46 AND PR46) LP 17: RE-ASSESSMENT



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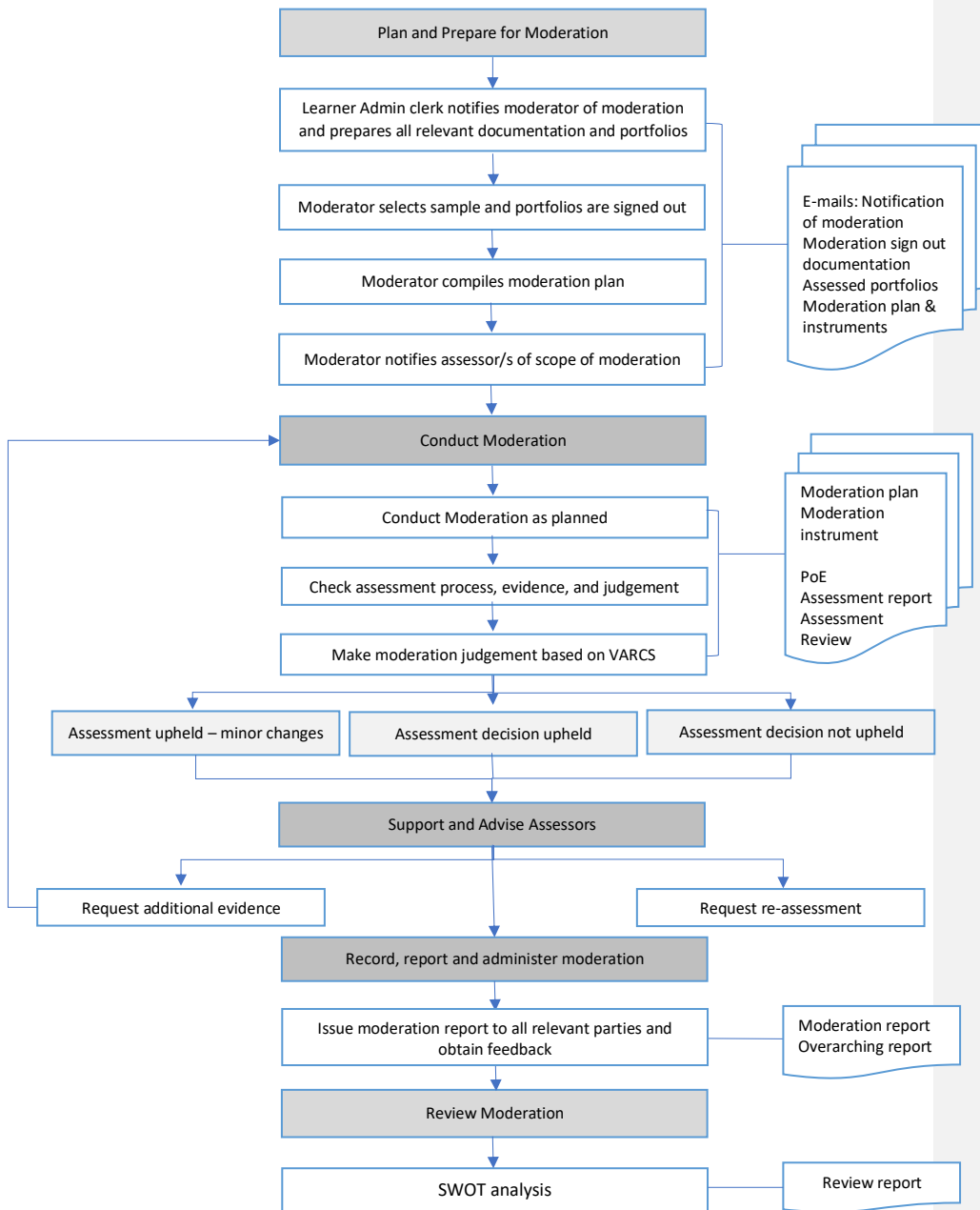
FLOWCHART FC (P47 AND PR47) **LP 18 A:** APPEALS PROCEDURE



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FLOWCHART FC (P48 AND PR48) LP 19: MODERATION

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