



national treasury

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**TO: ACCOUNTING OFFICER OF NATIONAL HEALTH
PROVINCIAL HEADS OF DEPARTMENTS: HEALTH
NATIONAL AND PROVINCIAL CHIEF FINANCIAL OFFICERS
PROVINCIAL HUMAN RESOURCES UNITS: HEALTH**

DIVISION OF REVENUE ACT– UTILISATION OF FUNDS IN THE DIVISION OF REVENUE ACT [DoRA] FOR THE APPOINTMENT OF PERSONNEL IN THE INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES UNITS OF THE PROVINCIAL DEPARTMENTS OF HEALTH

COMPLIANCE WITH SECTION 13 (2) (a) OF THE 2017 DIVISION OF REVENUE ACT

1. PURPOSE

- 1.1 The purpose of this circular is to provide guidance on the usage of the funding which is provided for in DoRA for the capacitation of the Provincial Department of Health.

2. CONTEXT

- 2.1 The Circular provides the conditions attached to the utilisation of funding in the Division of Revenue Act [DoRA] for the following:
- 2.1.1 Recruitment and appointment of personnel as public servants in the Infrastructure Development and Technical Services Units of the Provincial Departments of Health [PDoHs] through the utilisation of DoRA funding.
- 2.1.2 The payment of recruitment costs and purchase of movable assets to be used by the public servants appointed in the Infrastructure Development and Technical Services Units of the PDoHs. This is only applicable to personnel where compensation is funded through the utilisation of DoRA funding and within the guidelines and financial limits as stated in the Circular.
- 2.1.3 The Circular provides the institutional arrangements for reporting and monitoring on the capacitation processes. These arrangements are jointly managed by the National Treasury [NT] and the National Department of Health [NDoH] through the Joint DoRA Human Resources [HR] Oversight Committee for the Health Sector.
- 2.1.4 No deviations will be allowed from the Circular by PDoHs without the prior written approval of the Joint DoRA HR Oversight Committee for the Health Sector. The Circular elaborates on the risks attached to non-compliance by PDoHs and implications on infrastructure service delivery.

2.1.5 The Circular is applicable as from 1 April 2017. Any revisions made to the Circular will be issued by NT.

TERMINOLOGY, STAKEHOLDERS AND LEGISLATION

3. KEY TERMINOLOGY

3.1 Table 1 provides definitions for the key terminology used in the Circular.

TABLE 1: Content Meaning of Key Terminology

TERM	CONTENT MEANING
Capacitation	The ability of the Infrastructure Development and Technical Services Units of PDoHs to perform Infrastructure Delivery Management System [IDMS] tasks and produce IDMS outputs, to define and solve problems and make informed decisions as required in terms of the IDMS. Capacitation focuses on organisational and individual levels.
Circular	The Circular issued every year by NT to govern the use of funds in DoRA for the capacitation of the infrastructure Units in the PDoHs.
Code of Remuneration	Referred to as the CORE in the Public Service Regulations, 2001 [as amended in 2012] Part III 1.3 – 1.5. It regulates remuneration of public servants.
Competence	Refers to a mix of qualifications, professional registration, years of experience, skills, knowledge and attributes to produce a task to a defined standard. The competencies that an employee needs in order to carry out a job.
Function	Logical grouping of actions or activities planned and undertaken in pursuance of Infrastructure Delivery Management System [IDMS] objectives. A function can also be defined as high-level activities that are mandated in terms of the key objectives of an organisational unit.
Functional Structure	A structure where similar or related functional activities are grouped together, without posts, to form components to deliver on particular services.
Joint DoRA HR Oversight Committee for the Health Sector	A Committee established by NT and NDOH. Chaired by NT. Main role is to monitor progress with implementation of capacitation in the Infrastructure Units of PDoHs, review and take decisions on HR submissions by PDoHs and provide support with implementation.
Job	The basic duties, tasks, functions, competency requirements and responsibilities according to which one or more posts of the same grade are established.
Job Description	A description of the key responsibilities activities and competence requirements for each Job Title or Occupation. The IDMS Job Descriptions are available on the website of NT and NDOH.
Job Evaluation	The system that the Public Service uses to determine the salary levels of a Job based on the Equate Job Evaluation System. It is a systematic, fair and consistent means of measuring the relative value/weight of jobs in the departments. Job evaluation measures jobs, not the jobholders or their performance. It also does not measure job loading [volume of work] or determine the job price. Job Evaluation is the responsibility of the relevant PDoH. There are cases where the National Department of Public Services and Administration [dpsa] has issued generic job evaluation results which all Provincial Government Departments must then implement. These cases are specifically identified in the Circular.
Job Title	The title of each post funded in DoRA. In some cases the Job Title is similar to an Occupation. The standard job titles applicable in the Public Service are used.

TERM	CONTENT MEANING
Knowledge	A theoretical and practical understanding of a subject matter.
Occupation	A set of jobs whose main tasks and duties are categorised by a high degree of similarity or skill specialisation.
Organisational Structure	The grouping of identified functions and tasks to be performed by specific organisational units based on organisation design principles. The organisational architecture as depicted on an organogram or position chart. An organisational structure can only be approved by the Executive Authority of the PDoHs. A Generic Functional Structure was approved in the Health Sector for the PDoHs in terms of IDMS functions to be performed. The organisational structure must include purposes and functions per unit and posts including posts additional to the establishment as approved by the Executive Authority.
Post	A post/job for which financial provision exist in DoRA and the post exists on the approved establishment of the Department as referred to in Part III B2. (b) and (c) of the Public Service Regulations, 2001.
Post Provisioning	The rational allocation of posts created for a post level or occupational class to drive the core mandate of PDoHs for performance of IDMS functions.
Salary Scale	A set of salary levels from minimum to a maximum with specific amounts denoted at the beginning and end of the salary ranges or notches within salary ranges.
Years of Experience	Years that a person has worked after he/she has obtained his/her qualification and/or professional registration.

4. KEY STAKEHOLDERS

- 4.1 Table 2 indicates the key stakeholders which should be consulted and communicated with during the recruitment and selection processes. A brief description is provided of the role of each stakeholder.

TABLE 2: Stakeholders and Roles

STAKEHOLDER	ROLE
Head of the Infrastructure Unit	Manager responsible to implement the capacitation process in compliance with DoRA requirements. Prepare the DoRA HR Quarterly report in consultation with the Human Resources Management Unit.
Head of the Human Resources Management Unit	Manager responsible to prepare the Recruitment Policy of the Department, drafting and placement of advertisements, manage selection and interview processes and finalise appointment submission and letters. Provide correct information in terms of employee details [e.g. PERSAL number, qualifications and professional registration].
Head of Organisation Design.	Manager responsible to design organisational structure, conduct Job Evaluation and manage creation of posts on PERSAL.
NDoH	Determine DoRA conditions. Fulfil monitoring and oversight role. Serve as member on Selection and/or Interview Committees. Member of the Joint DoRA HR Oversight Committee for the Health Sector.

STAKEHOLDER	ROLE
Provincial Treasury [PT] – Chief Director or Director of the Provincial and Local Government Infrastructure Performance Unit	Fulfil monitoring and oversight role. Assess Provincial HR DoRA Quarterly Reports Provincial Treasuries must be included as observers on all Selection and/or Interview Committees for the DoRA funded posts.
NT – Chief Director of the Provincial and Local Government Infrastructure Performance Unit	Chair the Joint DoRA HR Oversight Committee for the Health Sector. Can provide specialised HR support to PDoHs through the Infrastructure Delivery Improvement Programme. Fulfil monitoring and oversight roles.

5. KEY LEGISLATION AND DOCUMENTS

- 5.1 Table 3 provides an indication of relevant legislation and documents which should guide the capacitation process. Managers of PDoHs are required to study the legislation and documents.

TABLE 3: Legislation and Documents

DOCUMENT	APPLICABILITY
Circular 2 of 2009 and 11 March 2013 Letter issued by the National Department of Public Services and Administration [dpsa]	Paragraph 7.14 of Circular 2 of 2009 that explains awarding of higher salaries. Read with Part V.A 2 (c) and C. 3 (a) of the Public Service Regulations, 2001 [amended in 2012]. 11 March 2013 letter of dpsa explains that personal notches are applicable to Supervisory Built Environment Posts [thus Chief Posts].
Code of Remuneration	Code of Remuneration of the Public Service – link Job levels, salaries and years of experience. PDoHs are not allowed to deviate and/or change any of these requirements.
Collective Bargaining Council Resolution for the Built Environment Occupational Specific Dispensation [OSD]	Determine qualifications, professional registration, years of experience, job titles and salaries for all built environment posts. Determine tasks to be performed. Determine grading of occupations. PDoHs are not allowed to deviate and/or change any of these requirements.
Coordinated Job Evaluation Results	Job evaluation conducted by dpsa in consultation with national/provincial departments. In terms of IDMS posts there are three posts that have been job evaluated through a coordinated job evaluation process, namely: <ul style="list-style-type: none"> ▪ Chief Director IDMS Strategic and Technical Advisor. ▪ Chief Works Inspector. ▪ Works Inspector.
Departmental Policy on Recruitment, Selection and Appointments	Each PDoH will have a policy on the rules and procedures applicable to the recruitment, selection and appointment of personnel in the PDoH.
Departmental Policy on Resettlement Costs	Each PDoH will have a policy on the payment of resettlement costs.
DoRA and DoRA HR Circular	Conditions on how funds for capacitation could

DOCUMENT	APPLICABILITY
	be utilised
Guide on Transformation and Restructuring: Human Resources, dpsa, 2006	Restructuring, Matching and Placement.
HR Delegations	Each PDoH will have signed HR delegations.
IDMS Job Descriptions	The Job Descriptions were developed by PDoHs and NDoH in close consultation with dpsa and NT. The IDMS Job Descriptions are available on the website of NT and NDoH.
Job Advertisements	Prescribed Job Advertisements that must be used by all PDoHs for the DoRA funded posts. The Advertisements are available on the website of NT and NDoH.
Organisational Design Directive on changes to the organisational structures by Departments, Minister of Public Services and Administration, 2015	Compliance levels with regard to the implementation of organisation design in the public service.
Provincial IDMS Frameworks	Framework approved by the Provincial Executive Councils in each Province to agree on how the IDMS will be implemented in the Province.
Public Service Act, 1994 [as amended in 2007]	Governs the employment of Public Servants and allocate responsibilities in terms of organisational structures, appointments and overpayment on remuneration.
Public Service Regulations, 2001 [as amended in 2012]	Governs organisational structures, job evaluation, advertisement of posts, selection and interview processes.

6. UNDERLYING RATIONALE FOR PROVISION OF FUNDING IN DoRA

- 6.1 Each Province has developed and approved a Provincial Framework on how the IDMS will be implemented in their respective Provinces [approved by the Provincial Executive Committees]. The frameworks, inter alia, clarifies the division of IDMS roles between different Provincial Departments. This process commenced in 2010.
- 6.2 However, implementation of the Provincial IDMS Frameworks requires appropriate competence in each PDoH. The lack of appropriate competence increases reliance on the use of Consultants [including Consultants appointed through the Infrastructure Delivery Improvement Programme].
- 6.3 It was therefore agreed that the competence in the Infrastructure Development and Technical Services Units of PDoHs must be matched to the IDMS roles, functions and tasks. The latter was included in Job Descriptions with specific Job Titles and competence requirements. It must be noted that the Job Descriptions were developed by PDoHs in consultation with HR units of all PDoHs, managers of PDoHs responsible for Infrastructure Development and Technical Services Units, NDoH, NT and the Department of Public Services and Administration [dpsa].
- 6.4 PDoHs cited the lack of funding as the main reason for not making progress with capacitation of their respective infrastructure units. PDoHs were then allowed to use conditional grant funding [existing grant funding not additional funding] as provided in DoRA for the appointment of personnel as public servants. The overall objective is to improve the capability of the PDoHs to manage its infrastructure portfolio through the

development of internal institutional capacity. The funding is for the minimum number of posts to be created and filled in each Province. PDoHs are expected to budget for posts above the minimum number of posts [if required] as funded in DoRA through equitable share. The amount that can be used through DoRA funding is based on the prescribed number of posts and Job Titles. Every year the amount will be updated based on salary increases. It should be noted that the amount is determined based on the average salary scale [minimum salary level plus maximum salary level of the salary range of each Job Title or Occupation divided by two]. Obviously it will imply that PDoHs will not use the full amount provided in DoRA.

- 6.5 PDoHs are encouraged to appoint public servants on a permanent basis and it was indicated in November 2013 that an independent review will be conducted by NT in 2017 to determine if PDoHs complied with the conditions stated in DoRA for these appointments. The only exceptions are the following:
- 6.5.1 Chief Director: IDMS Strategic and Technical Advisor post - public service contract post [maximum duration of five years].
 - 6.5.2 Candidate Architect – public service contract post [maximum duration of five years].
 - 6.5.3 Candidate Quantity Surveyor – public service contract post [maximum of five years].
 - 6.5.4 Candidate Construction Project Manager – public service contract post [maximum of five years].
 - 6.5.5 Candidate Engineer – public service contract post [maximum of five years].

PROCEDURE IN TERMS OF ORGANISATIONAL STRUCTURE AND POSTS

7. ORGANISATIONAL STRUCTURE AND POST ESTABLISHMENT

- 7.1 The organisational structure of the infrastructure unit should be based on the service delivery model of the PDoH, the key functions to be performed by PDoH and the purpose to be achieved with these functions. It is a requirement of the Public Service Regulations Part III that each PDoH must have an approved organisational structure and post provisioning informed by the strategic objectives and service delivery models of the Department. The structure with the post provisioning must be approved by the Executive Authority. Only posts that are funded can be included on an approved organisational structure.
- 7.2 The generic functional head office structure for infrastructure units in PDoHs was developed under the leadership of the NDoH in consultation with the dpsa and the PDoHs. The focus was on the Head Office structure. The generic functional structure was approved by all nine Provinces in November 2011. [Accounting Officers and Members of the Executive Councils – the submission and presentation was made by the NDoH to the National Health Council]. The infrastructure structures for Facility levels must be finalised in line with the decisions taken by the National Health Council.
- 7.3 The generic functional structure list all the functions required to be performed by a Provincial Head Office Infrastructure Unit. The functions are grouped into organisational units based on organisation design [OD] principles of logic, nature of functions and service delivery challenges.
- 7.4 It should be noted that all Provinces are supposed to implement the IDMS. Thus all Provinces perform the same functions pertaining to the IDMS, develop the same type of plans/documents, fulfil the same oversight roles and fulfil the same reporting roles. PDoHs also build the same type of infrastructure based on national norms and standards. The only unique differences are the geographical layout of provinces, the

size of provinces, the size of the budgets and how day-to-day/routine maintenance is implemented at Health Facilities.

- 7.5 Each PDoH is supposed to develop and approve their organisational structures and post establishment for infrastructure aligned to the generic functional structure but taking into consideration provincial specific challenges and decide on the number of Organisational Units and Posts. The DoRA posts must be included on the approved structure with the exception of the contract posts [IDMS Strategic and Technical Advisor and Candidates]. Departments can move posts between different infrastructure units if the functions have been moved – the OD design principle of 'posts follows functions' must be applied. The OD design principle of Supervisory versus non-Supervisory posts must be complied with. For example, a Supervisory post cannot be created if there are no personnel reporting to the Supervisory post. The OD design principle of equal pay for equal work must be applied.
- 7.6 PDoHs are not allowed to use any DoRA funding for appointment of public servants without the following:
- 7.6.1 Alignment of the organisational structure to the generic functional structure.
- 7.6.2 DoRA posts included in the post establishment as permanent posts with the exception of the Chief Director: IDMS Strategic and Technical Advisor post that is a five year public service contract appointments and the Candidates posts that are five year public service contract appointments.
- 7.6.3 Aligned organisational structure and post establishment approved by the relevant Provincial Member of the Executive Council. An approved organisational structure means that the structure has been signed by the Provincial Member of the Executive Authority. In terms of Part III A of the Public Service Regulations, 2001 [as amended in 2012] the Executive Authority is responsible to develop an effective internal organisation. In terms of Part III B. 2 (b) of the Public Service Regulations, 2001 [as amended in 2012] the Executive Authority is responsible to defines the posts required to perform the functions. Departments must also comply with the conditions stated in the Organisational Design Directive on Changes to the Organisational Structure by Departments as issued by the Minister for Public Service and Administration, 2015.

8. DoRA FUNDED POSTS

- 8.1 Table 4 below provides a summary of the posts funded in DoRA. Table 4 will be updated on an annual basis and issued by NT. The financial limit is as follows:
- 2012/2013 financial year – R 10 million.
 - 2013/2014 financial year – R 16 million.
 - 2014/2015 financial year – R 29 million.
 - 2015/2016 financial year - R 39.7 million. This amount includes R 3.6 million for recruitment and related costs which are explained in the Circular.
 - 2016/2017 financial year – R 42.1 million. This amount includes R 3.8 million for recruitment and related costs which are explained in the Circular.
 - 2017/18 financial year – R 45 million. This amount includes R 4 million for recruitment and related costs which are explained in the Circular.
- 8.2 The following must be noted:

- 8.2.1 The average budgeted salary for the Post Chief Director IDMS Strategic and Technical Advisor is outside the job weight of the salary level to allow for possible consideration of a personal notch based on expertise.
- 8.2.2 The average budgeted salary for Chief Built Environment Posts includes Grades A and B. All appointments must be on Grade A due to the fact that Grade B is a promotional post. However, consideration can be given to a personal notch based on expertise and in line with dpsa Circular dated 11 March 2013. This was taken into consideration in terms of the budgetary provision.
- 8.2.3 PDoHs cannot use any savings to appoint other personnel. For example, if a PDoH decides not to have a Director Infrastructure Planning but only a Deputy Director, then the cost saving cannot be used to, for example, increase the number of Works Inspectors without the prior written approval of the Joint DoRA HR Oversight Committee for the Health Sector.
- 8.2.4 Candidates can only be appointed in the Unit: Infrastructure Delivery Programme Management on the following **conditions**:
- 8.2.4.1 A professional registered person must already be in the full time employment of the Unit: Infrastructure Programme Management to act as the mentor of the Candidate [appointed in a Chief Post which must be the same professional discipline of the candidate to be appointed]. The Job Descriptions of the Chief Built Environment posts must be amended to include mentoring of candidates as one of the key responsibility areas. There must be a letter issued by the PDoH to the Chief Built Environment Professional to clearly state that he/she has been appointed as the Mentor [Supervisor] of the Candidate. The appointed Mentor [Supervisor] must also prepare in consultation with the relevant Professional Council, an appropriate and professionally acceptable training programme for the candidate and this programme must be submitted to the Joint DoRA HR Oversight Committee for the Health Sector for approval and monitoring purposes.
- 8.2.4.2 The Candidates must be appointed on public service contracts for a maximum period of five years.
- 8.2.4.3 Candidates must already be registered as Candidates with the relevant Professional Council before appointment letters are issued. Candidates must be mentored to be registered within the five year period.
- 8.2.4.4 Progress reports on the registration of the Candidate must be submitted to the Joint DoRA HR Oversight Committee for the Health Sector in December 2017 by the Mentor as well as progress made against the approved training programme. If there is not adequate progress being made by the Candidate towards professional registration, the PDoH will be instructed by the Joint DoRA HR Oversight Committee for the Health Sector to terminate the contract appointments of Candidates before the end of the five year contract period. The progress report must, as a minimum, include a copy of the professional logbook [track record of work performed to illustrate portfolio of evidence] of the Candidate and proof of at least three meetings that took place between the Candidate and the Mentor during the year. PDoHs will **not be allowed** to continue to use DoRA funding for the Candidate posts where post incumbents are not making adequate progress towards professional registration.

TABLE 4: Posts funded in DoRA

No	Job/Occupation Title	Number
1	Chief Director	1
2	Chief Director :IDMS Strategic and Technical Advisor [five year contract post]	1
Unit: Infrastructure Planning		
3	Director	1
4	Architect	1
5	Chief Architect	1
6	Quantity Surveyor	1
7	Chief Electrical Engineer	1
8	Electrical Engineer	1
9	Chief Mechanical Engineer	1
10	Mechanical Engineer	1
11	Chief Civil/Structural Engineer	1
12	Civil/Structural Engineer	1
13	Deputy Director: Health Facility Planner	1
14	Deputy Director: Monitoring and Evaluation	1
Unit : Infrastructure Delivery Programme Management		
15	Director	1
16	Deputy Director Finance	1
17	Assistant Director Finance	1
18	Chief Engineer	1
19	Engineer	1
20	Chief Architect	2
21	Architect	2
22	Chief Quantity Surveyor	2
23	Quantity Surveyor	2
24	Deputy Director: Institutional Improvement	1
25	Assistant Director: Properties	1
26	Chief Construction Project Manager	1
27	Construction Project Manager	1
28	Candidate Engineer	1
29	Candidate Architect	1
30	Candidate Quantity Surveyor	1
31	Candidate Construction Project Manager	1
Unit : Health Technology		
32	Director	1
33	Deputy Director: Projects	2
34	Deputy Director: Policies and Systems	1
35	Deputy Director: Operations	1
Unit : Engineering and Technical Services		
36	Director	1
37	Deputy Director: OHS	1
38	Deputy Director: Operations	1
39	Chief Engineer [Electrical]	1
40	Chief Engineer [Mechanical]	1
41	Electrical Engineer	1
42	Mechanical Engineer	1
43	Control Engineering Technician	1
44	Engineering Technician	2
45	Chief Works Inspectors	1
46	Works Inspectors	2

8.2.4.5 It is important to note the following in terms of the post provisioning in the Unit: Infrastructure Delivery Programme Management- Chief Architect, Chief Quantity

Surveyor, Chief Construction Project Manager and Chief Engineer Posts. [including the corresponding production level posts].

- 8.2.4.6 Funding is provided for six posts. PDoHs can decide on the type of occupation to be created and appointed. For example it can be three Chief Architect posts, one Chief Construction Project Manager and two Chief Engineer posts. However, the occupations created on the approved organisational structure and post numbers must be the same as the posts advertised. For example, the approved structure cannot reflect Two Chief Architect Posts, Two Chief Engineer Post and Two Chief Quantity Surveyor Posts and then the Department advertises Six Chief Architects Posts.

PROCEDURE IN TERMS OF RECRUITMENT, SELECTION AND APPOINTMENT PROCESSES

9. RECRUITMENT OF PERSONNEL

- 9.1 PDoHs have Departmental Recruitment Policies that should be followed for the advertisement of posts in the Infrastructure Development and Technical Services Units.
- 9.2 The following are specific requirements in terms of the DoRA funding:
- 9.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by DPSA in terms of advertisement of the posts.
- 9.2.2 Departments must comply with the conditions stated in this Circular.
- 9.2.3 Chapter IV [Sections 10 and 11] of the Public Service Act, 1994 [as amended in 2007] prescribes that recruitment processes must be open, transparent and based the democratic values of the Constitution. This principle must be adhered to in terms of the advertisement process.
- 9.2.4 Recruitment in the Public Service requires that the posts must have been advertised in the Media [Public Service Regulations, 2001 as amended in 2012]. All the Senior Manager Posts [SMS] must be advertised nationwide. Other posts [excluding the built environment posts] must, as a minimum, be advertised within a Provincial Department but may also be advertised outside the Public Service. *All the Built Environment posts funded through DoRA must be advertised nationwide [outside the Public Service].*
- 9.2.5 PDoHs can obtain approval for head hunting from the relevant Accounting Officer and/or Member of the Executive Council but only after there is proof that the posts were advertised in the media and that the Department was not able to attract the required competence.
- 9.2.6 DoRA funded posts can be filled without advertisement through a horizontal transfer but it must be done in line with Section 14 of the Public Service Act, 1994 [as amended in 2007]. The post incumbent to be transferred meets the IDMS competence requirements in terms of qualifications, years of experience and professional registration [if applicable].

- 9.2.7 The job titles or occupations being advertised must correspond with the job titles or occupations on the approved organisational structure [including the number of posts being advertised]. The standard IDMS Job Advertisements must be used by all PDoHs. [Available on NT website]. The only changes allowed are provincial specific information pertaining to the posts in terms of work place and number of posts.
- 9.2.8 Part VII C.1A of the Public Service Regulations states that a funded vacant post shall be advertised within six months after becoming vacant and be filled within 12 months. It must be noted that for all the DoRA funded posts as per this Circular the shortlisting and advertisement processes must be completed within six months.
- 9.2.9 DoRA funding can be utilised to pay for advertisements placed in the media.
- 9.2.10 DoRA funding cannot be utilised to pay for recruitment agencies.
- 9.2.11 If a PDoH advertised a post, but no shortlisting and/or interviews took place within six months after the post was advertised, the costs for the advertisement will be recovered from the PDoH through a reduction in the next year's health infrastructure grant allocation. In such cases, a PDoH will also not be allowed to utilise any future DoRA funding to re-advertise any such posts for which no progress was made with shortlisting and/or interviews.
- 9.2.12 The funding is for the appointment of Public Servants. Funding cannot be used for the appointment of Consultants.

10. SELECTION AND INTERVIEW PROCESSES

- 10.1 PDoHs have Departmental Selection and Interview Policies that should be followed for the selection and interview processes of personnel in the Infrastructure Development and Technical Services Units.
- 10.2 The following are specific requirements in terms of the DoRA funding:
- 10.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by the dpsa in terms of selection processes.
- 10.2.2 A Selection Committee must be appointed comprising of at least three Public Servants of which the Chairperson must be one level higher than the post for which shortlisting is conducted. *In the case of the built environment posts two of the members on the Selection Committee must have Degrees or equivalent in built environment.*
- 10.2.3 PDoHs are encouraged to include NDoH on the Selection Committees. Provincial Treasuries cannot serve on Selection Committees as members but should be included as observers.
- 10.2.4 The selection criteria must, as a minimum, include the following:
- Qualification as per the advertisement.
 - Professional registration as per the advertisement [if applicable]

- Years of experience as per the advertisement.
- Valid Driver's licence.

- 10.2.5 All applicants that comply with the selection criteria must be shortlisted.
- 10.2.6 There must be written minutes that record the decisions taken during the shortlisting process.
- 10.2.7 Shortlisting must be completed within three months after the closure of the advertisement of the posts.
- 10.2.8 Any costs related to the meetings of the Shortlisting Committee cannot be funded from DoRA.
- 10.2.9 An Interview Committee must be appointed comprising of at least three Public Servants of which the Chairperson must either be one level higher than the post for which shortlisting is conducted. In the case of the built environment posts two of the members on the Interview Committee must have Degrees or equivalent in built environment.
- 10.2.10 PDoHs are encouraged to include NDoH on the Interview Committees. Provincial Treasuries cannot serve on Interview Committees as members but should be included as observers.
- 10.2.11 Interview questions must relate to the approved IDMS Job Description for a particular post. In the case of the built environment posts, at least 90% of the questions must relate to the technical nature of the tasks to be performed. PDoHs can request support from the Joint DoRA HR Oversight Committee for the Health Sector with the formulation of interview questions.
- 10.2.12 There must be written minutes that reflect the rating and decisions taken during the interview process.
- 10.2.13 Interviews must be completed within three months after the shortlisting process was completed.
- 10.2.14 Costs for interview venues and payment of travel costs of persons being interviewed can be funded from DoRA.
- 10.2.15 Costs pertaining to travel arrangements and accommodation of interview committee members cannot be funded from DoRA.

11. APPOINTMENTS

- 11.1 PDoHs have Appointment Policies that should be followed for the appointment of personnel in the Infrastructure Development and Technical Services Units.
- 11.2 The following are specific requirements in terms of the DoRA funding:

- 11.2.1 Departments must comply with the Public Service Act, 1994 [as amended in 2007], the Public Service Regulations, 2001 [as amended in 2012] and any directive issued in terms of a collective bargaining agreement or other directives as issued by dpsa in terms of remuneration scales, circulars pertaining to personal notches and appointment letters.
- 11.2.2 The recommended post incumbents must comply with the basic competence requirements i.e. qualifications, professional registration and years of experience. These requirements are indicated in the IDMS Job Descriptions that were approved by the respective National Sector Departments. It is also summarised in Table 6. It must be noted that the requirements are also in line with any prescribed requirements in terms of the Code of Remuneration [CORE] of the Public Service and the OSD dispensation for built environment posts. Part II B C.3 (a) of the Public Service Regulations, 2001 [as amended in 2012] specifically place the responsibility on the Accounting Officer to comply with adherence to collective agreements and the statutory obligations in terms of appointments and remuneration.
- 11.2.3 Circular 2 of 2009 and DPSA letter dated 11 March 2013 can be applied for the award of higher salaries.
- 11.2.4 In terms of the built environment OSD, there cannot be differences in the Grades as these are prescribed through the Collective Bargaining Council Resolution. There are two levels, namely:
- Production Level: Grade A, B and C. The grade and salary level are determined based on years of experience post registration. To qualify for appointment the post incumbent needs a minimum of three years' experience post qualification but the salary notch is determined based on years of experience post registration. The post incumbent must also have the required tertiary qualification and registration as a Professional with the relevant built environment council.
 - Supervisory Level: Grade A. The salary level is determined based on expertise. To qualify for appointment the post incumbent needs a minimum of six years' experience post qualification. The post incumbent must also have the required tertiary qualification and registration as a Professional with the relevant built environment council.
- 11.2.5 The qualifications must be validated against the Minimum Tertiary Requirements which are clearly stated in Table 6. It should be noted that a B Tech is equivalent to a Degree. *A Diploma is not equivalent to a B Tech.*
- 11.2.6 Professional Registration is only applicable to the OSD posts. The registration must be validated on the relevant professional council. It is important to note the type of registration required for a specific post. The required professional registration is clearly stated for each post in Table 6.
- 11.2.7 The relevant professional council for the Built Environment posts in terms of each type of occupation is summarised in Table 5.
- 11.2.8 Funding for capacitation of the Provincial Infrastructure Development and Technical Services Units as provided in DoRA will not be transferred by NDoH to PDoHs that fail to comply with the conditions and requirements as stated in this Circular or any specific condition or requirement stated in DoRA, for example the submission of Quarterly Human Resources [HR] DoRA Reports.

- 11.2.9 The amounts for any cases where PDoHs deviated from the competence requirements stated in the Circular will be recovered from the Province by NDoH in terms of a reduction of the Health Facility Revitalisation Grant funding for the next year. These cases have been and will continue to be reported to Provinces by NT and NDoH in terms of the HR DoRA Quarterly Analysis Reports. If PDoHs continue to use DoRA funding to pay the salaries of such cases, the right of a PDoH to use any DoRA funding for capacitation will be withdrawn by NT and NDoH.
- 11.2.10 DoRA funding can be utilised to pay for performance bonuses of all personnel appointed through DoRA funding.
- 11.2.11 PDoHs are not allowed to transfer the DoRA funds to any other Government Department and/or Implementing Agent to appoint personnel on their behalf. However, PDoHs can allow NDoH to use the funds for recruitment costs being incurred by NDoH if such a request is submitted by a PDoH to NDoH. [Letter of approval should be signed by the relevant Accounting Officer of a PDoH].

TABLE 5: Professional Councils

Occupation and Registration	Council Name	Council Website Address
Chief Engineer – Registered as Professional Engineer Engineer – Registered as Professional Engineer Candidate Engineer- Registered as Candidate Engineer Control Engineering Technician – Registered as Professional Engineering Technician Engineering Technician – Registered as Professional Engineering Technician	Engineering Council of South Africa [ECSA]	www.ecsa.co.za
Chief Architect – Registered as Professional Architect Architect – Registered as Professional Architect Candidate Architect – Registered as Candidate Architect	South African Council for Architectural Profession [SACAP]	www.sacapsa.com
Chief Quantity Surveyor – Registered as Professional Quantity Surveyor Quantity Surveyor- Registered as Professional Quantity Surveyor Candidate Quantity Surveyor – Registered as Candidate Quantity Surveyor	South African Council for the Quantity Surveying Profession [SACQSP]	www.sacqsp.org.za
Chief Construction Project Manager – Registered as Professional Construction Project Manager Construction Project Manager – Registered as Professional Construction Project Manager Candidate Construction Project Manager – Registered as Candidate Construction Project Manager	South African Council for Project and Management Professions [SACPCMP]	www.sacpcmp.org.za

TABLE 6: Competence Requirements per Job Description

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Chief Director Infrastructure Development and Technical Services	Degree in Built Environment	Not Applicable	8 – 10 Years' experience post qualification 5 Years' experience as a Senior Manager
Chief Director :IDMS Strategic and Technical Advisor	Degree in Engineering, Quantity Surveying, Architecture	Registration as a Built Environment professional. [NOT CANDIDATE]	6 – 10 Years' Senior Management experience with the roll out of the IDMS in a Government Department. 10 Years' experience in a general built environment in a professional capacity.
Unit: Infrastructure Planning			
Director: Infrastructure Planning	Director: Degree in Built Environment	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 3 – 5 Years' experience post qualification
Chief Architect	Degree in Architecture	Registers as a Professional Architect with SACAP	6 Years' experience post qualification
Architect	Degree in Architecture	Registered as a Professional Architect with SACAP	3 Years' experience post qualification
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Chief Electrical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Electrical Engineer]	6 Years' experience post qualification
Electrical Engineer	Degree in	Registered as	3 Years'

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
	Engineering	Professional Engineer with ECSA [Electrical Engineer]	experience post qualification
Chief Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Mechanical Engineer]	6 Years' experience post qualification
Mechanical Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Mechanical Engineer]	3 Years' experience post qualification
Chief Civil/Structural Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification
Deputy Director : Monitoring and Evaluation	Appropriate B Degree.	Not applicable.	3 – 5 Years' experience post qualification
Deputy Director: Health Facility Planner	Degree in any Health Sciences.	Not applicable.	3 – 5 Years' appropriate experience in health planning from an infrastructure perspective post qualification
Unit: Infrastructure Delivery Programme Management			
Director: Infrastructure Delivery Programme Management	Degree in Built Environment	Not Applicable	Director: 6 – 8 Years' experience post qualification 5 years' experience as middle manager Deputy Director: 5 Years' experience post qualification
Deputy Director: Finance	Degree in Finance or Economics or Accounting or Commerce	Not Applicable	3 – 5 Years' experience post qualification
Assistant Director Finance	Diploma in Finance or Economics or Accounting or Commerce	Not Applicable	3 Years' experience post qualification

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Assistant Director : Properties	Relevant Diploma	Not Applicable.	3 Years' experience post qualification
Chief Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	6 Years' experience post qualification
Engineer	Degree in Engineering	Registered as Professional Engineer with ECSA [Civil/Structural]	3 Years' experience post qualification
Candidate Engineer	Degree in Engineering	Registered as Candidate Engineer with ECSA	
Chief Architect	Degree in Architecture	Registered as Professional Architect with SACAP	6 Year's post qualification experience
Architect	Degree or equivalent in Architecture	Registered as Professional Architect with SACAP	3 Year's post qualification experience
Candidate Architect	Degree in Architecture	Registered as Candidate Architect with SACAP	
Chief Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	6 Years' experience post qualification
Quantity Surveyor	Degree in Quantity Surveying	Registered as Professional Quantity Surveyor with SACQSP	3 Years' experience post qualification
Candidate Quantity Surveyor	Degree in Quantity Surveying	Registered as a Candidate Quantity Surveyor with SACQSP	
Chief Construction Project Manager	B Tech or Degree or Honours Degree or National Higher Diploma in Built Environment	Registered as Professional Construction Project Manager with SACPCMP	6 Years' experience as registered professional
Construction Project Manager	B Tech or Degree or Honours Degree or National Higher	Registered as Professional Construction	3 Years' experience post qualification

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
	Diploma in Built Environment	Project Manager with SACPCMP	except if National Higher Diploma – 4 years and six months experience. If BTech – 4 years' experience If
Candidate Construction Project Manager	B Tech or Degree or Honours Degree or National Higher Diploma or National Diploma in Built Environment	Registered as Candidate Construction Project Manager with SACPCMP	If B Tech – 1 year experience. If National Higher Diploma -18 months experience. If National Diploma – 2 years' experience.
Deputy Director: Institutional Improvement	Degree in Health Sciences or B Admin Degree with Personnel Management or B Comm Degree Personnel Management	Not applicable.	3 – 5 Years' experience post qualification.
Unit: Health Technology			
Director: Health Technology	Degree in Health Sciences or Degree/Diploma in Electrical or Mechanical or Clinical Engineering.	Not applicable	6 – 8 Years' experience post qualification 5 years' experience as middle manager
Deputy Director Projects	Diploma in Nursing or related Medical field or Electrical or Mechanical or Clinical Engineering	Not Applicable	3 – 5 years' relevant experience post qualification
Deputy Director: Operations	Diploma in Electrical or Mechanical or Clinical Engineering	Not Applicable	3 – 5 years' relevant experience post qualification
Deputy Director: Policies and Systems	Diploma in Electrical or Mechanical or Clinical Engineering	Not Applicable	3 – 5 years' relevant experience post qualification
Unit: Engineering and Technical Services			

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
Director: Engineering and Technical Services	Degree in Engineering	Not Applicable	6 – 8 Years' experience post qualification 5 years' experience as middle manager
Chief Engineer: Electrical	Degree or equivalent in Engineering	Registered as Professional Engineer with ECSA [Electrical]	6 Years' experience post qualification
Chief Engineer: Mechanical	Degree or equivalent in Engineering	Registered as Professional Engineer with ECSA [Mechanical]	6 Years' experience post qualification
Engineer: Electrical	Degree or equivalent in Engineering	Registered as Professional Engineer with ECSA [Electrical]	3 Years' experience post qualification
Engineer: Mechanical	Degree or equivalent in Engineering	Registered as Professional Engineer with ECSA [Mechanical]	3 Years' experience post qualification
Control Engineering Technician	National Diploma in Engineering or equivalent qualification.	Registered as a Professional Engineering Technician with ECSA	6 Years' experience post qualification
Engineering Technician	National Diploma in Engineering or equivalent qualification.	Registered as a Professional Engineering Technician with ECSA	3 Years' experience post qualification
Deputy Director: OHS	Degree or Diploma in Environmental Health, Engineering or Relevant Field.	Not Applicable	3 – 5 Years' relevant experience post qualification
Deputy Director: Operations	Degree or Diploma in Engineering	Not Applicable	3 -5 Years' experience post qualification.
Chief Works Inspectors	Diploma in Building, Mechanical or Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering	Not Applicable	3 Years' experience post qualification experience
Works Inspectors	Diploma in Building, Mechanical or	Not Applicable	1 Years' experience post

Job/Occupation Title	Minimum Tertiary Requirement	Professional Registration	Years of Experience
	Electrical or Equivalent or N3 with passed trade test or National Diploma in Engineering		qualification experience

12. INSTITUTIONAL ARRANGEMENTS

12.1 A Joint DoRA HR Oversight Committee for the Health Sector has been established. The Committee includes representatives for NT [two representatives excluding the Chairperson from the Chief Directorate Provincial and Local Government Infrastructure Performance] and NDoH [two representatives from the Infrastructure Unit]. The Committee is chaired by NT. The Committee fulfils the following roles:

- 12.1.1 Issue any directives in terms of the funding of the infrastructure posts in DoRA or any changes in job descriptions, job titles or related issues.
- 12.1.2 Review the quarterly HR DoRA reports submitted by PDoHs as required in terms of DoRA [to be submitted within 22 days after the end of each quarter].
- 12.1.3 Monitor progress made by PDoHs with capacitation of the infrastructure units through regular provincial visits and presentations to senior managers, Heads of Departments and Members of the Executive Councils.
- 12.1.4 Assist PDoHs to implement the capacitation programme.
- 12.1.5 Oversee the implementation of central recruitment processes, where required.
- 12.1.6 Design and implement a community of practice programme [mentorship programme] for built environment professionals in terms of knowledge and skills on how to deal with specific work and governance issues experienced by the professionals.
- 12.1.7 Manage induction processes for newly appointed personnel in terms of the IDMS on request from a province.
- 12.1.8 Review submissions and motivations submitted by PDoHs.

13. RISKS

- 13.1 The successful implementation of the IDMS capacitation implies that a number of key high level assumptions are met. The possibility that some of these assumptions may not be realised gives rise to significant implementation risks. It is important that these risks be effectively managed and at an appropriate level.
- 13.2 Table 7 includes some of the key risks, consequences if these risks occur on service delivery and compliance and proposed mitigation strategies:

TABLE 7: Risks

Key risk and Consequences	Mitigation strategy

Key risk and Consequences	Mitigation strategy
<p>Risk: PDoHs not finalising and approving their organisational structures aligned to the generic functional structure.</p> <p>Consequence:</p> <ul style="list-style-type: none"> ▪ PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities. ▪ PDoHs will not be allowed to use any DoRA funds for posts. 	<ul style="list-style-type: none"> ▪ Regular review of progress made by PDoHs by the Joint DoRA HR Oversight Committee for the Health Sector. ▪ Progress reports to the National Health Council. ▪ Progress reports to the Technical Committee on Finance. ▪ HR support to be provided to PDoHs to finalise the submissions.
<p>Risk: Delayed/slow implementation of new structures by PDoHs for example posts advertised but not filled.</p> <p>Consequence:</p> <ul style="list-style-type: none"> ▪ It will impact negatively on PDoHs assessments for the allocation of the performance based incentive grants. ▪ PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities. ▪ NDoH will take over the role of PDoHs in terms of infrastructure and maintenance delivery through a procedure to be approved by the National Health Council. 	<ul style="list-style-type: none"> ▪ Develop and implement detailed HR implementation plan by each PDoH. Plan to be submitted to Joint DoRA HR Oversight Committee for the Health Sector. ▪ Monitor dedicated effort and commitment by all stakeholders. ▪ Review on quarterly basis the HR DoRA reports. ▪ Offer central recruitment processes if required.
<p>Risk: PDoHs appoint personnel that do not comply with competence requirements.</p> <p>Consequence:</p> <ul style="list-style-type: none"> ▪ PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities. ▪ Funding for posts will be withdrawn by NT and NDoH. ▪ Transfers made will be recovered from the health grant. 	<ul style="list-style-type: none"> ▪ PDoHs to consult the Joint DoRA HR Oversight Committee for the Health Sector before appointments are made.
<p>Risk: Inability to recruit built environment professionals.</p> <p>Consequence:</p> <ul style="list-style-type: none"> ▪ PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities. ▪ NDoH will take over the role of PDoHs in terms of infrastructure and maintenance delivery through a procedure to be approved by the National Health Council. 	<ul style="list-style-type: none"> ▪ Central recruitment process.
<p>Risk: Inability to retain built environment professionals due to work environments.</p>	<ul style="list-style-type: none"> ▪ Implementation of Community of Practice [mentorship] by Joint DoRA HR Oversight Committee for the Health Sector. ▪ Regular interaction with professionals. ▪ Facilitation of transfers within health sector

Key risk and Consequences	Mitigation strategy
<p><u>Consequence:</u></p> <p>PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities.</p> <p>NDoH will take over the role of PDoHs in terms of infrastructure and maintenance delivery through a procedure to be approved by the National Health Council.</p>	<p>where work environments are not conducive.</p> <ul style="list-style-type: none"> ▪ IDMS induction course presented two months after appointments have been made. ▪ Leadership training to Senior Managers in the Infrastructure Units.
<p><u>Risk:</u></p> <p>Resistance to "System change"</p> <p><u>Consequence:</u></p> <p>PDoHs will not be able to deliver quality health services due to lack in the provision and maintenance of health facilities.</p> <p>NDoH will take over the role of PDoHs in terms of infrastructure and maintenance delivery through a procedure to be approved by the National Health Council.</p>	<ul style="list-style-type: none"> ▪ In this regard it is crucial that the entire process is understood, owned, overseen and driven by the Heads of the Infrastructure Units. ▪ These Heads need to understand the model and must be appropriately qualified in terms of the IDMS competence requirements. ▪ Heads of Departments and Members of the Executive Councils also need to understand and support the process. ▪ Regular meetings and presentation of the senior managers and political role players will be implemented by NDoH. ▪ Transition plans to be developed by PDoHs.

14. USE OF DoRA FUNDING FOR COSTS PERTAINING TO RECRUITMENT AND MOVABLE ASSETS

14.1 A Maximum of 10% is included to the amount available in DoRA for the funding of the posts which can only be used for the following purposes:

14.1.1 Recruitment and Resettlement Costs

14.1.1.1 Payment of advertisements but in line with the conditions stated in this Circular.

14.1.1.2 Payment of resettlement costs in line with Provincial Departmental Resettlement Policy.

14.1.1.3 Payment of costs pertaining to a venue for interviews and/or travel costs of persons to be interviewed in line with the Provincial Departmental Recruitment Policy in line with the conditions stated in this Circular.

14.1.2 Computers and Software Costs

14.1.2.1 The procurement of computers, software and printers are ONLY applicable to the Built Environment Posts.

14.1.2.2 Built Environment Professionals: Only applicable to those that possess the required tertiary qualifications and correct professional registration as stated in Table 6. A maximum of R 40 000 per post incumbent for computer, printer and software. The type of software being procured must relate to the key result areas in the Job Description.

14.1.3 DoRA funding cannot be used for the following expenses:

14.1.3.1 Offices [rental or refurbishment or renovations or upgrading]

14.1.3.2 Office furniture

14.1.3.3 Subsistence and travel of personnel

14.1.3.4 Cell phones and/or landline telephone costs

14.1.3.5 Internet cards or internet connections or airtime costs for computers

14.1.3.6 Vehicles

14.1.3.7 Or any other purpose not provided for in terms of the Circular.

15. APPLICABILITY

This Circular is applicable to all Provincial Departments of Health.

16. EFFECTIVE DATE

The procedures contained in this Circular takes effect from 1 April 2017 and must be adhered to by all Accounting Officers.

17. CONTACT PERSON

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Approved:



MALIJENG NGQALENI

DEPUTY DIRECTOR GENERAL: INTERGOVERNMENTAL RELATIONS

DATE: 22/05/2017
