



OFFICE OF THE PREMIER

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Date 13 September 2017

To: All Staff Members

CIRCULAR NO. 06/2017

MANAGEMENT OF LEAVE

1. Emanating from the audit performed for the 2016/2017 financial year and despite numerous request to effectively manage the attendance and leave issues of your Directorate, it was discovered that officials still did not sign the attendance register on a daily basis and that monthly reconciliation on leave performed by Directorates were not the true reflection and was only done for compliance.
2. The attendance register as one of the sources used for auditing posed the following challenges:
 - 2.1 The attendance register cannot be used as a reliable predictor to measure completeness and accuracy;
 - 2.2 Unit Heads and/or Designated officials did not follow-up on employees who did not sign attendance registers;
 - 2.3 Unit Heads did not ensure that leave forms are completed and submitted to the HRA Directorate.
3. In view of the above, it is clear that the attendance register is not used for its intended purpose and due to the lack of the monitoring thereof it rather posed other challenges and risks that were not anticipated.
4. **The Top Management Team (TMC) has subsequently decided to discontinue the Attendance Registers with immediate effect.** The HRA Directorate will collect all Attendance Registers on 18 September 2017. It is however still expect of Senior Managers to manage the attendance of their staff members and that the official working hours are adhered to.
5. In our endeavour to improve the leave management in the Office of the Premier and to avoid further non-compliance and/or possible audit findings the following measures must be implemented with immediate effect:

- 5.1 The designated official will be responsible for the management of the Directorate Leave Register and internal leave records of his/her Directorate.
 - 5.2 All approved leave application form/s must be provided to the designated official who will capture the leave form/s in their Directorates Leave Register (template hereby attached as Annexure A);
 - 5.3 Designated officials must submit the approved leave application form/s to the Office of the Director: HRA who will acknowledge receipt of the forms;
 - 5.4 A copy of the approved leave form must also be provided to the applicant, to serve as confirmation that his/her leave has been approved;
 - 5.5 The HRA Directorate will perform the monthly reconciliation of all leave registers and inform Unit Heads of any discrepancies for rectification;
 - 5.7 The HRA Directorate will on a monthly basis issue a certificate on the leave reconciliation process.
6. To test the above controls, the Office of the Auditor General will audit the reconciliation process of April 2017 on 29 September 2017, hence it will be expected from the Designated Officers to meet with the HRA team to finalise the Leave Reconciliation Registers for the month of April 2017.

Lastly you are requested to ensure compliance with the above mentioned measures, failure will result in disciplinary steps taken against non-complying officials.

Thanking you for your co-operation



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JUSTICE BEKEBEKE
DIRECTOR GENERAL