

**Adherence Policy**

**SCOPE:**

The scope of this policy applies to all salaried employees of CJA Telecoms whether employed at the official Business address or at whichever location CJA Telecommunication Ltd has operations and staff in the field.

**OBJECTIVE:**

Work place adherence is a key productivity indicator. This document’s main objective is to establish a sustainable protocol relating to workplace adherence. Bearing in mind that such a protocol needs to be effective, measurable and ultimately conducive to a productive and efficient working environment.

**1. Basic Expectation with regards to Working Hours:**


- 1.1 The official company business hours are **Monday to Friday 7h30 till 16h30**.
- 1.2 It is also noted that certain employees are expected to function above and beyond these hours as are stipulated and agreed to within their specific Contracts of Employment. However, this Policy document will still be binding within any company authorized working environment where there is not an expectation of Flexi hours, pre-agreed Over Time allocations or any other work process related agreement in relation to required or expected duration of work that may impact actual hours worked.
- 1.3 Outside of any such additional agreements with specific employees these stipulated business hours would also be deemed as the least expected hours of work from all salaried CJA Telecoms employees.

**2. Adherence Control System:**

- 2.1 CJA Telecoms makes use of a Biometric Attendance Control System for Employees working at or from the Fixed Business Address.
- 2.2 Employees who by their specific scope of work (SOW) and/or their respective individual employment contracts qualify or have the capacity to claim overtime are required to use this Biometric Clocking system to capture all hours worked for the purposes of calculating any overtime worked.
- 2.3 A Mobile Clocking and Attendance System backed up by a vehicle GPS Location Verification System is in place for any Field Staff who do not have access to the Main Biometric System either permanently or temporarily due to the nature or location of work being carried out.
- 2.4 Employees who fail to use this Biometric / Mobile Clocking System will not be able to claim overtime and such failure to comply can be met with suitable Disciplinary action by the employer.
- 2.5 A strict No-Clock-No-Pay policy will be adhered to and enforced.

**3. CJA Telecommunications Ltd Policy Re. ON-Time arrival and departure from place of work:**

- 3.1 It is the express expectation of CJA Telecoms that all designated salaried employees are logged in and are at their respective work station / unit / department / area by latest 7h30 – this by implication means that our business day starts at 7h30. Any Pre-work activities whether this be changing into suitable work clothing, having breakfast / coffee / smoking should be done prior to 7h30 so that work can begin on time.
- 3.2 It is hereby accepted that it is the employee’s sole responsibility to arrive at his work premise on time for work to begin at 7h30. This by implication means that it is a fair expectation from the employer that the employee will be on-site and clocked in before 7h30. Therefore there is no grace time allocation made for late logins and an incident will be logged from the first recorded min after 7h30.
- 3.3 It is also the express expectation of CJA Telecoms that the work flow and process would only come to an end as of 16h30. It is not deemed acceptable or acceptable behavior for any salaried employee to cease the productive process and vacate their work station / unit / department / area at any time before 16h30 on a scheduled work day.

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2	17/10/2018	10/2019	Revised	K. Evert	G. Greef	Z. Janssen	
<b>Signatures</b>				<i>Evert</i>	<i>Greef</i>		


- 3.4 With regards to Staff working on Telecoms Sites on a daily basis and who due to their location or schedule would not report for duty at their respective regional Offices it is expected that they arrive and be able to present themselves for active duty on or before 7h30 on their first scheduled Site and not vacate their last scheduled site for each day before 16h30 unless by express permission and consent from their Line Manager. This would be a requirement on every work day that is scheduled, whether a weekday, weekend or public Holiday.
- 3.4.1 In the event that such staff are provided with Company transport either separately or within the Team that they are allocated to this travel does not constitute official working time and the actual arrival on the scheduled site would remain the employee's actual starting location and time.
- 3.4.2 In the case where travel to the first scheduled site may exceed 100km or 1hour an employee's Line Manager may determine that such travel exceeding this distance/time may be deemed as working hours. In such cases it is the **Team Leaders** responsibility to make suitable request for consideration to his Line Manager. The Line Managers approval / rejection of such a request can be challenged by the Team Leader. This can be done by escalating the matter to the HR department for revision and resolution.

**4. Adherence and Employees who work on Flexible shifts/availability**

- 4.1 Some categories of Field employees, who by the nature of their work and scope of their positions, are not required to adhere to this strict On-Time arrival and departure rule unless specifically scheduled to do so for a period of time or on specific days as communicated to the employee by their relevant Line Manager.
- 4.2 Such employees are mostly performance/productivity managed and are given set measurable targets to be reached within a defined time frame. (i.e. Telkom Mobile PM)
- 4.3 Or they are employees, who by the very nature and scope of their positions and duties would be expected to function as Standby / Call-out Field staff over and above the normal business hours of the Company. (i.e. all CM Projects)
- 4.4 It is also accepted that these employees may not have fixed starting and ending times on a daily basis but would be reliant on actual worked scheduled and assigned as and when required.
- 4.5 Such employees would not be required to adhere to the companies Biometric/Mobile Clocking system to confirm attendance/adherence but are specifically required to adhere to the operational Mobile Software protocols that they are given access to, to confirm both adherence, attendance and overall productivity. Such protocols / tools could be one or a selection of / but not limited to the following Mars, ISDP, Maitline, OWS etc.
- 4.5.1 Failure to do so will result in Disciplinary Steps being taken against the Employee by the Company.

**5. Disciplinary Protocol relating to Adherence Incidents in the workplace:**

- 5.1 It is hereby noted and documented that any and all Adherence Incidents (i.e. Late coming, Early Departure) will be met with equal value adjustments against overtime worked.
- 5.2 In the case where no overtime is worked or none has been worked within the given salary cycle of the employee, then an adjustment will be made against the employee's basic monthly salary and processed as unpaid leave.
- 5.3 Over and above the equal value deduction process further Disciplinary Action can and will also be taken if Adherence is deemed a sustained and repeated occurrence/offence (trend) by the employee.
- 5.3.1 It is important to note that an employee can face dismissal proceedings for repeated non-adherence incidents once due disciplinary process has been followed.
- 5.4 Nominal and in-frequent adherence incidents are not a Dismissible Offence, however, they do impact workplace productivity and depending on the scope and responsibilities of an employee's position such occurrences could have a negative impact on the employees Performance Appraisal and thus the percentage of annual salary increases and/or any other offered incentive schemes, initiatives that CJA Telecommunications may institute or currently have available.

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**6. Adherence Incidents in relation to Leave Policy:**

- 6.1 In the case where an Adherence Incident is recorded that has been Authorized and due process followed as per CJA Telecommunications documented personal /sick /family responsibility/study leave policy then an equal value deduction will be made against the employees accrued/entitled leave.
- 6.2 This event will not be noted as an incident on the employee’s personal file and will not be added into any escalation process relating to the Adherence Disciplinary Process as documented in section 5.

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