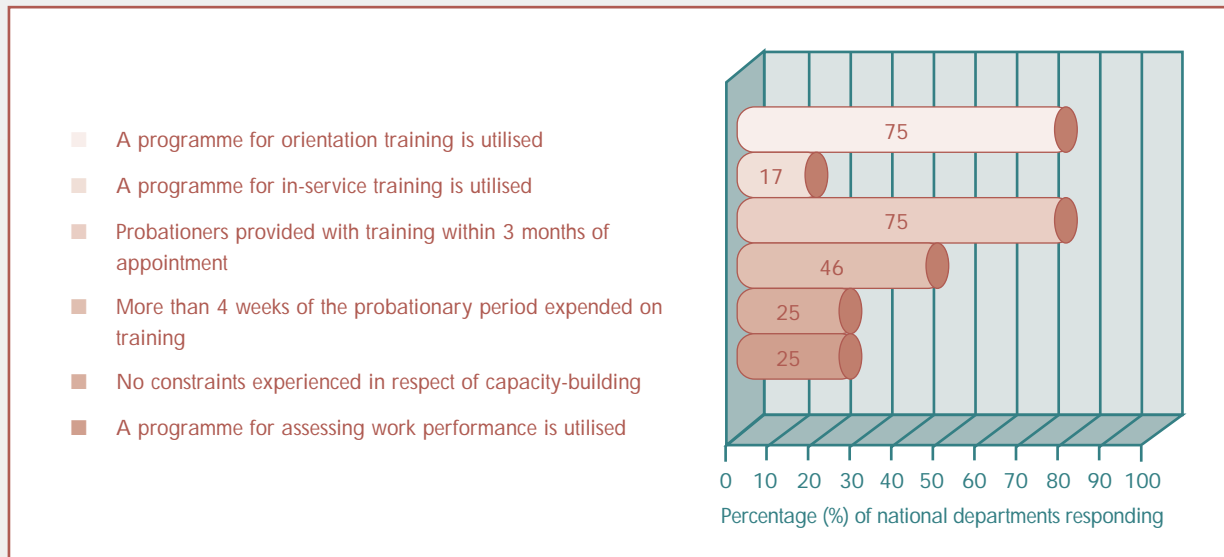


ANNEXURES

ANNEXURE A - PROFILE OF DEPARTMENTS WITHOUT DEPARTMENTAL POLICY ON PROBATION



Less than 10% of national departments have developed departmental policy on probation. It was decided to construct a profile on departments who do not have their own departmental policy on probation. From the above profile it is evident that there is a direct relationship between the absence of departmental policy on probation and the following:

- A lack of formal programmes for the in-service training of probationers
- Limited time expended on orientation and in-service training
- Various constraints experienced in respect of capacity-building
- A lack of a formal work performance assessment programme.

In the absence of clear and unambiguous objectives and guidelines, the foregoing is to be expected.

Factors negatively affecting the capacity-building of probationers at departmental level are the following:

- Limited budgets
- Limited training skills amongst supervisors to conduct orientation and in-service training
- Heavy workloads and staff shortages resulting in limited time for training
- The probationary period is not viewed as a period of learning by many supervisors
- Supervisors do not follow procedures
- Limited skills amongst supervisors in respect of monitoring and evaluating probationers' performance
- Lack of properly structured training programmes