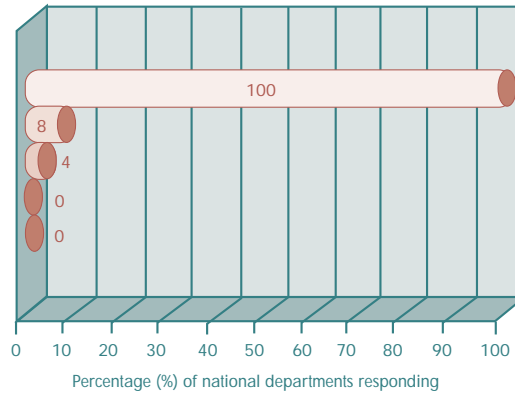


## ANNEXURE B - RESPONSIBILITY ALLOCATION

**FIG 1: THE RESPONSIBILITY OF PROVIDING A PROBATIONER WITH AN UPDATED JOB DESCRIPTION / DUTY SHEET**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

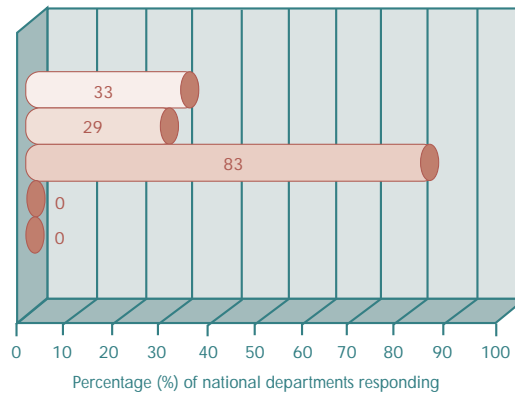


### The Responsibility of Providing a Probationer with an Updated Job Description/Duty Sheet

Although a small number of departments see either the Personnel Office or the Training Component to have a co-responsibility, all departments are nonetheless in agreement that it should be the supervisor's responsibility to provide probationers with updated job description/duty sheets, which is indeed where the primary responsibility lies.

**FIG 2: THE RESPONSIBILITY OF PROVIDING A PROBATIONER WITH ORIENTATION TRAINING**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

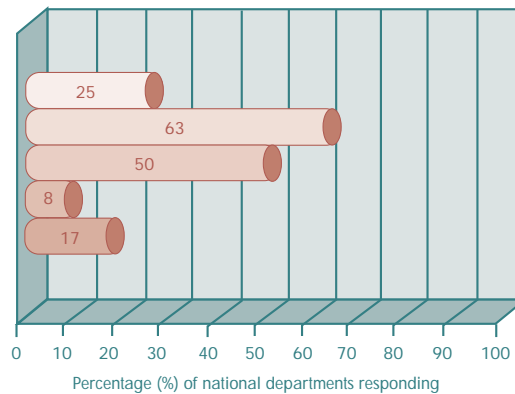


### The Responsibility of Providing a Probationer with Orientation Training

The majority of departments are of the opinion that it is primarily the responsibility of the Training Component to provide probationers with orientation training. Apart from this, a number of departments also see a co-responsibility for the Personnel Office and the direct supervisor, which should be the case.

**FIG 3: THE RESPONSIBILITY OF INFORMING A PROBATIONER ON BASIC LABOUR RIGHTS**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

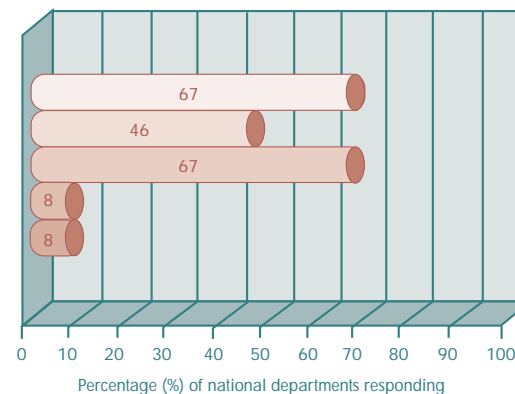


### The Responsibility of Informing a Probationer on Basic Labour Rights

The responsibility of informing a probationer on basic labour rights is mainly considered to be a shared responsibility between the supervisor, the Personnel Office and the Training Component - a perspective which is fully endorsed.

**FIG 4: THE RESPONSIBILITY OF INFORMING A PROBATIONER ON ETHICAL CONDUCT**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

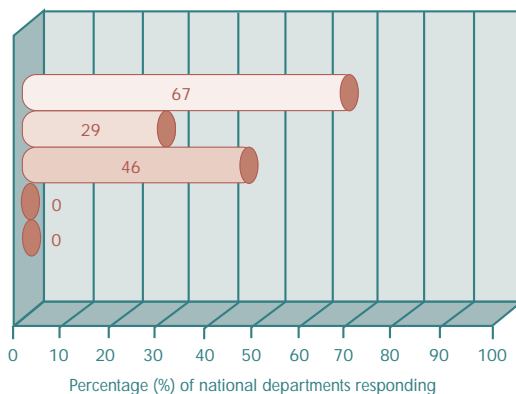


### The Responsibility of Informing a Probationer on Ethical Conduct

The responsibility of informing a probationer on ethical conduct is considered to be a shared responsibility between the supervisor, the Personnel Office and the Training Component. What is of concern though is that 25% of departments are of the opinion that the supervisor has no responsibility in this regard.

**FIG 5: THE RESPONSIBILITY OF ENSURING THAT A PROBATIONER COMPLETES A TRAINING PROGRAMME**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

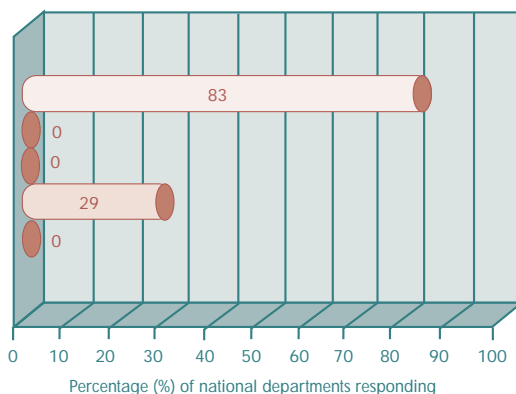


**The Responsibility of Ensuring that a Probationer Completes a Training Programme**

The responsibility of ensuring that probationers complete training programmes is considered to be a shared responsibility between the supervisor, the Personnel Office and the Training Component. What is of concern though is that 25% of departments are of the opinion that the supervisor has no responsibility in this regard.

**FIG 6: THE RESPONSIBILITY OF ACTING AS A FORMAL MENTOR/"BUDDY" TO A PROBATIONER**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

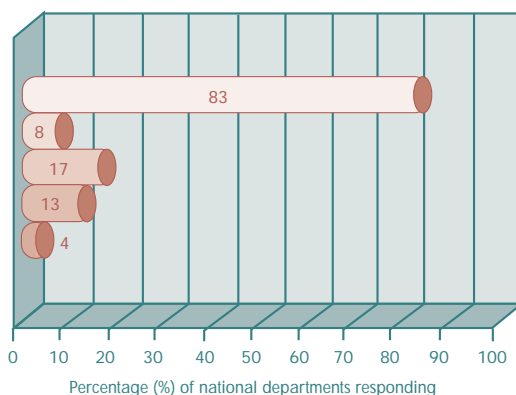


**The Responsibility of Acting as a Formal Mentor/"Buddy" to a Probationer**

The majority of departments are of the opinion that the direct supervisor should fulfil the role of a mentor or "buddy". The remaining departments see the mentor or "buddy" to be a separate person.

**FIG 7: THE RESPONSIBILITY OF PROVIDING A PROBATIONER WITH FUNCTIONAL IN-SERVICE TRAINING**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

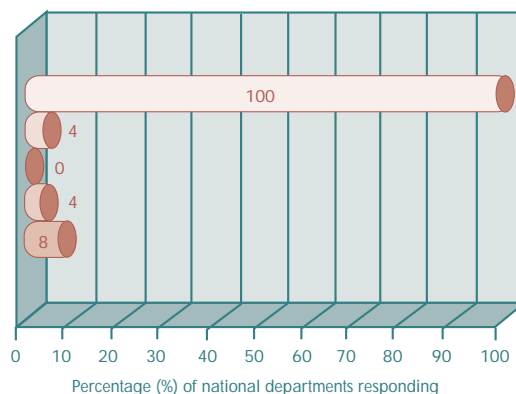


**The Responsibility of Providing a Probationer with Functional In-Service Training**

The majority of departments are of the opinion that it is primarily the responsibility of the direct supervisor to provide probationers with functional in-service training, a notion which is fully endorsed.

**FIG 8: THE RESPONSIBILITY OF EVALUATING THE WORK PERFORMANCE OF A PROBATIONER**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

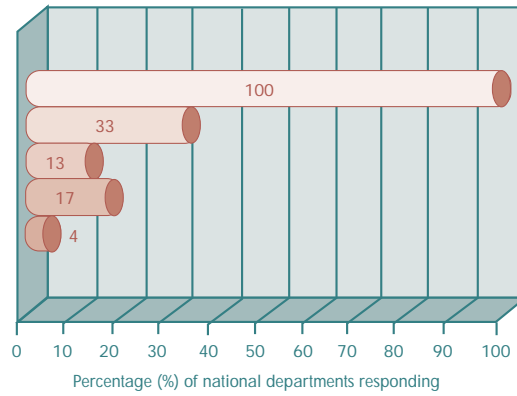


**The Responsibility of Evaluating the Work Performance of a Probationer**

Although a small number of departments see the Personnel Office, the mentor/"buddy" and the Moderating Committee to have a shared responsibility, all departments are, however, of the opinion that it is the supervisor's responsibility to evaluate the work performance of probationers.

**FIG 9: THE RESPONSIBILITY OF PROVIDING ASSISTANCE TO A PROBATIONER PERFORMING POORLY**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

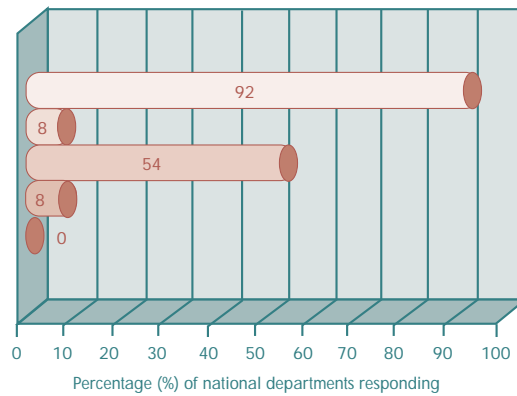


**The Responsibility of Providing Assistance to a Probationer Performing Poorly**

All departments are of the opinion that it is the responsibility of the supervisor to assist poor performing probationers. A small number of departments consider it to be a shared responsibility between the supervisor, the Personnel Office, the Training Component, etc. Although these other role-players do have a co-responsibility in advising and training probationers, the primary responsibility in this regard is vested in the supervisor.

**FIG 10: THE RESPONSIBILITY OF DETERMINING THE TRAINING NEEDS OF A PROBATIONER**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

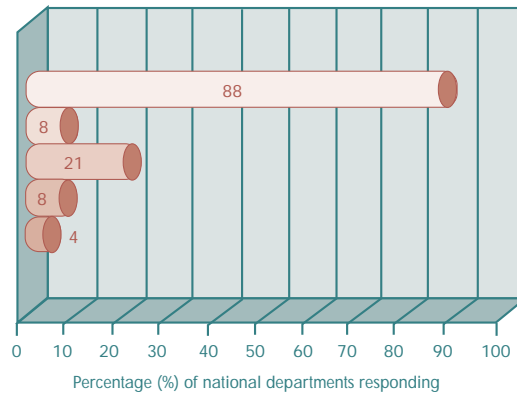


**The Responsibility of Determining the Training Needs of a Probationer**

It is gratifying to see that the majority of departments are of the opinion that it is primarily the responsibility of the supervisor to determine the training needs of probationers. More than half of the departments are, however, of the opinion that the Training Component, the Personnel Office and the mentor/"buddy" have a shared responsibility - a perception that definitely can do no harm.

**FIG 11: THE RESPONSIBILITY OF GIVING A PROBATIONER EXPOSURE TO OTHER FUNCTIONAL TERRAINS**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other

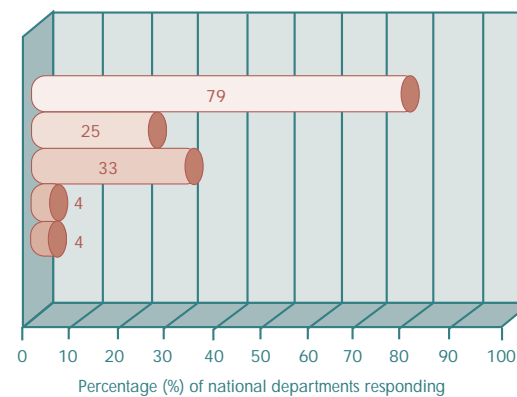


**The Responsibility of Giving a Probationer Exposure to Other Functional Terrains**

The majority of departments are of the opinion that it is primarily the responsibility of the supervisor to give probationers exposure to other functional terrains. A small number of departments, however, are of the opinion that the Training Component, the Personnel Office and the mentor/"buddy" too have a shared responsibility - a perception that does not really seem to be practical.

**FIG 12: THE RESPONSIBILITY OF INTRODUCING A PROBATIONER TO IMPORTANT ROLE-PLAYERS IN THE WORK-PLACE**

- The direct supervisor
- The Personnel Office
- The Training Component
- A formal mentor / "buddy"
- Other



**The Responsibility of Introducing a Probationer to Important Role-Players in the Work-Place**

The majority of departments are of the opinion that it is primarily the responsibility of the supervisor to introduce probationers to important role-players in the work-place. Quite a number of departments, however, are of the opinion that the Personnel Office and the Training Component have a shared responsibility. The latter perception too is not really viewed to be practical.