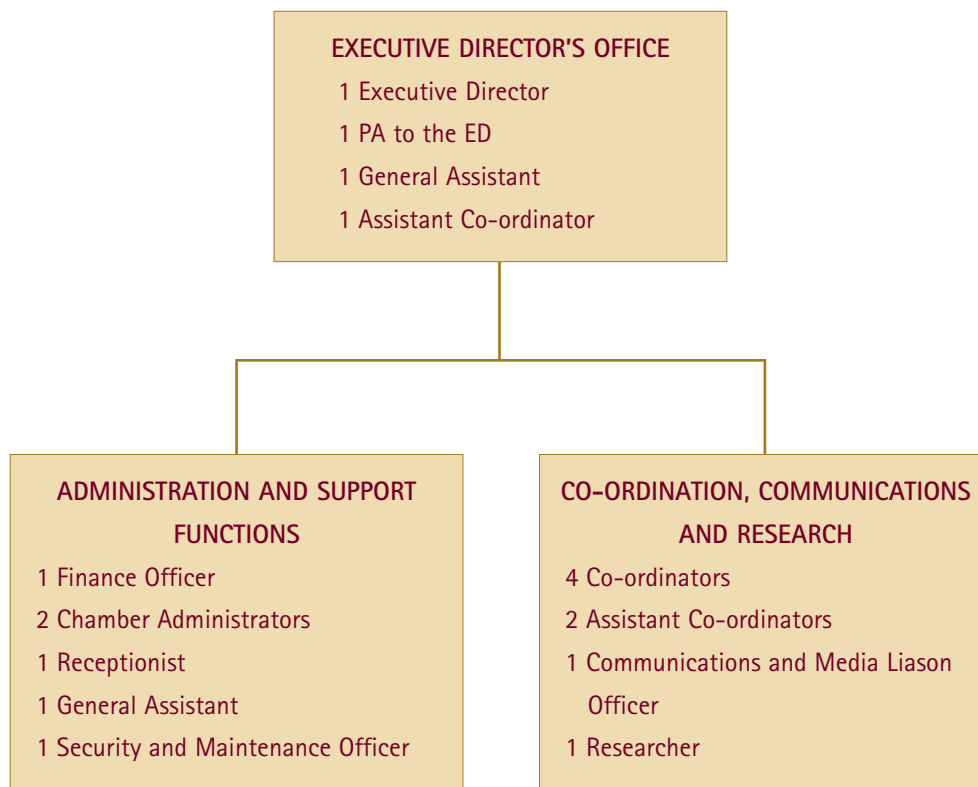


HUMAN RESOURCES MANAGEMENT REPORT

Nedlac's Organisational Structure



Nedlac's Employment Diversity

Groupings	African		Asian/Indian		Coloured		Disabled		White		Staff Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Executive Team									1		
Executive Total											1
Management Team	1										
Management Total	1										1
Staff	3	8	1	1		1				1	15
Nedlac Total	4	8	1	1		1			1	1	17
Nedlac % Rep.	23%	47%	6%	6%		6%			6%	6%	

Nedlac is an affirmative action employer and has a recruitment evaluation system that allocates points accordingly. Nedlac is currently fully representative in terms of affirmative action guidelines.

Groupings	African		Asian/Indian		Coloured		Disabled		White		Staff Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Number of employees recruited in 2002/2003	1	1		1	1	1					5
Number of employees promoted in 2002/2003*	1	1									2
Number of employees' services terminated in 2002/2003	2			1	1	1				2	7

There are no foreign appointees.

- As Nedlac is a relatively small organisation, upward mobility is restricted within posts (except for annual increases determined by the average CPI). If posts become vacant however, employees have the opportunity to apply internally prior to the post being advertised externally.

Remuneration and Job Evaluation

Personnel Costs (in intervals of 20 in Thousands per annum)	African		Asian/Indian		Coloured		Disabled		White		Staff Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1. 20 – 40,000	1	1									2
2. 40 – 60,000											
3. 60 – 80,000		1		1							2
4. 80 – 100,000	1	2									3
5. 100 – 120,000		2									2
6. 120 – 140,000		1									1
7. 140 – 160,000						1					1
8. 160 – 180,000	2		1			1					4
9. 180 – 200,000											
10. 200 – 220,000									1		1
11. 240 – 260,000											
12. 280 – 300,000											
13. 440 – 480,000									1		1
TOTAL											17

Injury, Illness and Death / Sick Leave / Ill Health

Incident	No of days
The number and nature of incidents of injury, illness and death resulting from official duty or the work environment.	–
The average number of days sick leave taken by employees in Nedlac.	2.4
The total number of days sick leave taken by Nedlac employees.	42
The number of employees who took more than 15 continuous days sick leave.	1 researcher
The number of employees discharged due to ill-health.	–

Disciplinary Steps

Disciplinary Steps	Staff (represented in numbers)
Disciplinary steps taken against employees for, <i>inter alia</i> , unauthorised, irregular and fruitless and wasteful expenditure	0

Performance Management and Skills Development

Nedlac has a performance appraisal system that uses a 360 degree approach. Structured questionnaires exist for each work profile (as per the organogram) using the key performance areas and competencies. For each employee, questionnaires are completed by colleagues, a representative from each of the four constituencies, management and themselves. A scoring system is used from which a final "point" is calculated. This determines the percentage of a staff member's annual performance bonus. Only those employees whose probations have been confirmed qualify for a performance bonus as a percentage of their salary (each new Nedlac recruit has a six, or twelve month probation period, depending on seniority. During this period, three probation interviews are conducted so as to provide feedback on areas requiring development as well as areas where the recruit is performing well). Staff members on probation may qualify for a commendation.

The total number of staff who qualified for a performance bonus and / or commendation was six. All staff attended an in-house Project Management training course in the year under review.

The following training areas have been identified for 2003/2004:

- Chairing & facilitation and dispute resolution & management.
- Time management.
- Interpersonal & communication skills.
- Stress management.
- Reception & telephone skills.
- Leadership skills.