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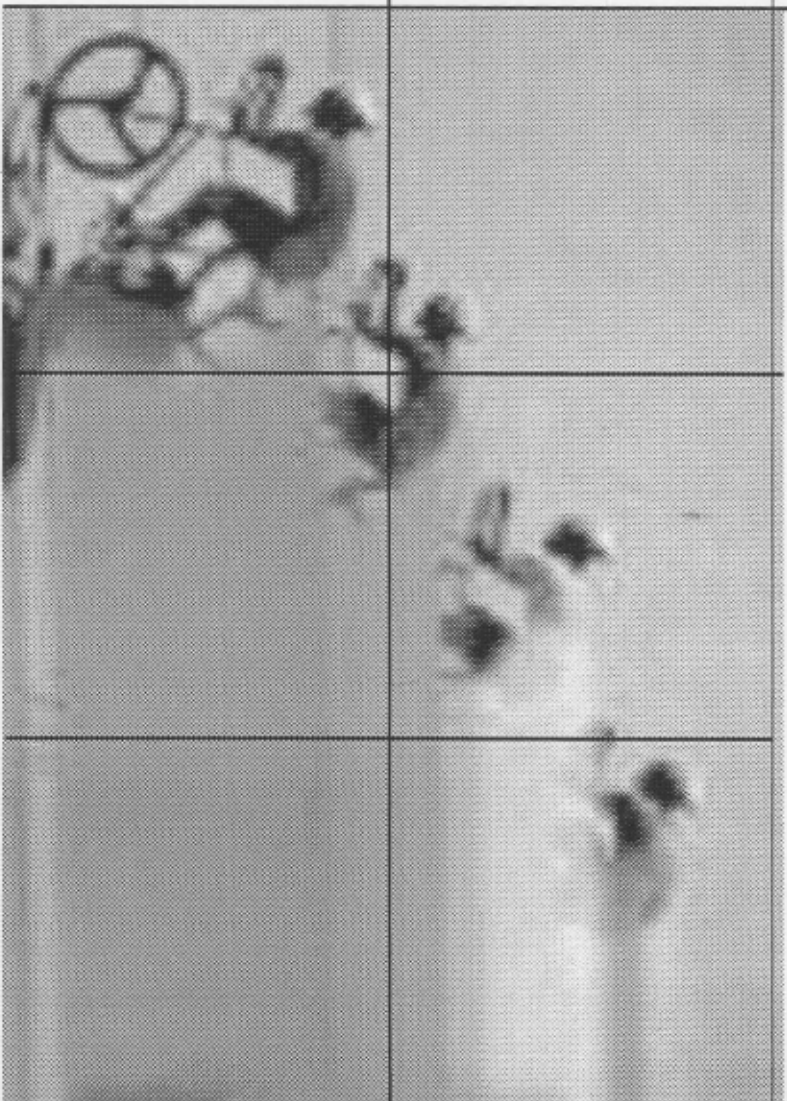
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Department of Home Affairs

National Immigration Branch



PRESENTATION TO
THE HOME AFFAIRS
PORTFOLIO
COMMITTEE




Introduction

A ministerial task team was established to deal with the problems that were being experienced at both the Johannesburg and Cape Town International Airports respectively.

The task team is an integrated as it consists of all the support sections in the department, namely:-

**Labour Relations
Management Services
Finance
Human Resource
Ministry**

- **The task team is a support system to the National Immigration Branch.**
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Problems Identified

Salaries, late payments and overtime

Low staff morale

Recruitment Policy

Transformation and Equity

Racism

Communication with management and staff

Training

Drivers licence assistant

Restructuring of rosters

Stressful workload

Appointment of contract workers.

Transportation of Immigration Officers



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Salaries, late payments and overtime

- **The lack of senior management at JIA was a cause for concern and two Deputy Directors have since been deployed to help manage the airport.**
- **The task team members have visited both airports, identified short term problems and solutions are being implemented.**
 - Queue management
 - Roaster system
 - Staffing of workstations
 - Information on flights


Salaries

- The Department was engaged in a structural review process to align its strategy to the structure. NIB in particular as a core business was looked at, central to the findings it was identified that immigration occupational class needed urgent upgrade to be inline with international standards.
- Human Resource Management and NIB was tasked to work on the upgrading of posts for immigration officers.
- It was therefore recommended that all entry level posts be appointed at level 3 as trainees and after 5 completion they automatically are upgraded to level 6.
- All provincial and Area managers have been requested to finalize outstanding overtime payments.

Low staff morale

- The management practice has since changed to a more participative and operational style through which there is more interaction with staff.
- Officers are able to approach management directly in cases and issues relating to operations where help is needed.

RECRUITMENT POLICY AND TRANSFORMATION.

- Posts have been advertised recently and as we shortlist the recruitment process will take into consideration the current equity demographics.
 - The posts for level 6 – 9 have since been delegated back to the Provincial managers for recruitment of staff.
 - Lastly in the short-listing and interviews the department invites respective unions to sit for transparency and consistency.
 - The NIB ensures that they in line with the transformation and equity objectives of the department in terms of balancing elements of race and gender according to demographics of specific provinces.
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RACISM

The alleged racism issues raised cannot be tolerated by the department and are dealt with immediate effect.

COMMUNICATION WITH MANAGEMENT AND STAFF

There has been continuous meetings and interactions between head office and regions, management and staff to ensure that information cascades to a lower level.

Informal meetings are held with officers.



Training

- **All newly appointed trainees are required to undergo a year's training programmed.**
- **A development programmed for old immigration officers has been developed to bridge the gap between the old and new and will be implemented.**
- **The department has been utilizing the Alpha conference centre for training of the new immigration cadres.**

Assistance with driver's license of Immigration officers

- **The traffic department in Cape Town is willing to assist officers in obtaining the earliest appointments for both learners and drivers licenses.**

Restructuring of rosters.

- **The roster has since been changed according to the ACSA system thus ensuring that the airport is capacitated at all times.**
- **Chief immigration officers are on duty at both arrivals and departures.**

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Recommendations

- **The establishment of both airports be fully capacitated to ensure proper management.**
- **The department look at the possibility of increasing the middle management structure at both airports**
- **Redevelop a manageable roistering system**
- **Review the structure of JIA and CTIA with passenger growth rate**
- **The department ensure compliance with the Basic Conditions of Employment Act.**