



**health**

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*A long and healthy life for all communities of the North West Province*

**STANDARD OPERATING PROCEDURE FOR PROGRESSIVE OR INFORMAL  
DISCIPLINE**

**MAY 2025**

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<b>Review Date</b>	APRIL 2028
<b>Description</b>	This SOP provides guidelines on how to manage informal discipline in the North West Department of Health
<b>Coverage</b>	This SOP document is applicable to all staff/officials and stakeholders of North West Department of Health
<b>SOP number</b>	<b>LR25/SOP01/R28</b>

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F E M N A L

Standard Operating Procedure on Management of Counselling, Written Warning and Final Written Warning	
<b>1. Purpose</b>	The purpose of this SOP is to standardise the management of counselling, written warnings and final written warnings within the North West Department of Health.
<b>2. Scope and application of the document</b>	This SOP is applicable to all employees of the North West Department of Health.
<b>3. Legislative and related prescripts</b>	<p>This SOP is underpinned by the following pieces of legislation:</p> <ul style="list-style-type: none"> <li>a) The Constitution of South Africa 1996;</li> <li>b) Public Service Act 103 of 1997;</li> <li>c) Labour Relations Act 66 of 1995;</li> <li>d) Basic Conditions of Employment Act 75 of 1997;</li> <li>e) Public Service Regulations of 2016;</li> <li>f) Disciplinary Code and Procedure Resolution 1 of 2003;</li> <li>g) Public Service Regulation 2016 (Code of Conduct).</li> </ul>
<b>4. Definitions/Glossary of terms and Acronyms</b>	<p><b>1) Appeal</b></p> <p>An application by an employee towards a ruling to be reversed or overturned by the Executing Authority or his or her delegate.</p> <p><b>2) Counselling</b></p> <p>A meeting between a supervisor and the employee which may focus on a specific incident, a particular aspect of an employee's performance which the supervisor has identified as needing improvement, or the employee's overall performance or conduct.</p>

	<p><b>3) Final Written Warning</b> A documented corrective measure provided by an employer to an employee to formally indicate a concern about a particular conduct or capacity in the issue at a workplace; the conduct must be of a serious or persistent nature.</p> <p><b>4) Misconduct</b> Any act that contravenes the laws, regulations, policies and rules set out by the Department.</p> <p><b>5) Verbal Warning</b> An oral session (to be recorded) used to reprimand or as a corrective measure by the employer to an employee to indicate a concern about a conduct or capacity in the issue at a workplace.</p> <p><b>6) Written Warning</b> A documented corrective measure provided by an employer to an employee to formally indicate a concern about a conduct or capacity in the issue at a workplace.</p> <p><b>7) PERSAL</b> - Personal and Salary System is the central system used for the administration of public service payroll.</p> <p>7) <b>EA</b> – Executive Authority</p> <p>8) <b>SG</b> - Superintendent General</p>
<p><b>5. Background</b></p>	<p>1) Progressive discipline is a structured corrective action process designed to address employee performance and behavioural issues and its main purpose is to</p>

	<p>assist managers and supervisors enforce disciplinary action by offering employees an opportunity to correct issues before escalating punishment.</p> <p>2) In order to strengthen management and provide managers and supervisors with skills necessary to manage employee behaviour the Directorate Labour Relations saw it fir to develop this SOP.</p>
<p><b>6. Objective</b></p>	<p>The objective of this SOP is:</p> <ul style="list-style-type: none"> <li>a) To support constructive Labour Relations in the North West Department of Health;</li> <li>b) To ensure that managers and employees share a common understanding of misconduct and discipline;</li> <li>c) To promote acceptable conduct;</li> <li>d) To provide employees of the North West Department of Health with a quick and easy reference for the application of discipline;</li> <li>e) To prevent arbitrary or discriminatory actions by managers towards employees.</li> </ul>
<p><b>7. SOP Details</b></p>	<ul style="list-style-type: none"> <li>1) <b>Submission of Counselling Outcomes, Written Warnings and Final Written Warning</b></li> <li>2) in order to give necessary support to 6 (a), Managers/ Supervisors are expected to submit documentary evidence to the office of Labour Relations which includes; attendance register(s), counselling outcomes, written warnings, final written warnings and any communications thereof involving the aforementioned matters.</li> <li>3) Issuing of verbal, written warning, final written warning must be preceded by obtaining the side of employee’s version in response to the alleged misconduct.</li> </ul>

	<p><b>4) Counselling</b></p> <p>5) Managers and supervisors are to seek advice from Labour Relations Officers and Occupational Health and safety officers on the counselling forms that are to filled when referring an employee for counselling as per counselling guidelines.</p> <p><b>6) Written Warning</b></p> <p>7) Managers and supervisors are to seek advice from the Labour Relations Office for appropriate diagnosis of misconduct. Complete “Annexure B” extracted from Disciplinary codes and procedure Resolution 1 of 2003.</p> <p>8) Managers and supervisors are to issue the original written warning to the transgressor and copy to the Offices of the Labour Relation Practitioners for filing in personal files and capturing of all cases in the Personal and Salary system(PERSAL).</p> <p><b>9) Final Written Warning</b></p> <p>a) Managers and supervisors are to seek advice from the Labour Relations Office for appropriate diagnosis of misconduct. Complete “Annexure C” extracted from Disciplinary codes and procedure Resolution 1 of 2003.</p> <p>b) Managers and supervisors are to issue the original written warning to the transgressor and copy to the Offices of the Labour Relation Practitioners for filing in personal files and capturing of all cases in the Personal and Salary system(PERSAL).</p>
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**8. Roles and responsibilities**

**1) Superintendent General (SG)**

- a) Regulates management of discipline within the Department in terms of the Code of Conduct of Employees within the Public Service.
- b) This authority may be delegated by the SG.

**2) Director Labour Relations**

- a) Acts in advisory capacity to the employer and the employee.
- b) May be given responsibilities to investigate cases.

**3) Managers and Supervisors**

- a) Managers and Supervisors should Implement this SOP in their line of work and ensure a high standard of employee discipline.
- b) To consult and report to Labour Relations in the performance of the disciplinary responsibilities.

**4) Employees**

- a) Employees must adhere to all laws, regulations, codes of conduct and practice, policies and SOPs within the Department.
- b) An employee has the right to appear and give a version for any counselling, informal and formal procedures.
- c) Has the right to accept counselling, written warning and final written warning issued to them.
- d) An employee has the right to lodge formal appeal to the Executive Authority against any rulings and/ or decisions against them.

<b>9. Monitoring and review</b>	a) This SOP shall be reviewed after three (03) years of its approval or per changes in the environment/legislation.
<b>10. Attachments</b>	a) Counselling forms b) Written Warning – Annexure B c) Final Written Warning – Annexure C

**11. SOP APPROVAL:**

**Recommended/ ~~Not Recommended~~**



**Dr M. Tlhogane**  
**Chief Director: Corporate Services**

25 June 2025

**Date**

**Approved/ ~~Not Approved~~**



**Mr O. E. Mongale**  
**Superintendent General**  
**North West Department of Health**

25 June 2025

**Date**