RELATIONSHIP MATRIX

&

ROLES AND RESPONSIBILITIES

OF

INTERNAL STAKEHOLDERS
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1) Introduction

The South African Veterinary Council is the regulatory body for the veterinary and para-veterinary professions in South Africa and has a statutory duty to determine scientific and ethical standards of professional conduct and education.

a) The Vision and Mission Statement of the SAVC

Vision

Advancing public and animal health through quality veterinary services for all

Mission

The South African Veterinary Council seeks, through the statutes of the Veterinary and Para-Veterinary Professions Act, 1982 to

serve the interests of the people of South Africa by promoting competent, efficient, accessible and needs-driven service delivery in the animal health care sector;

protect the health and well-being of animals and animal populations;

protect and represent the interests of the veterinary and para-veterinary professions;

regulate the professional conduct of the veterinary and para-veterinary professions; and

set and monitor standards of both education and practice for the veterinary and para-veterinary professions.
b) The SAVC’s Objectives

As per the VETERINARY AND PARA-VETERINARY PROFESSIONS ACT NO. 19 OF 1982, Section 3 states that the objects of the Council shall be –

(a) To regulate the practising of the veterinary professions and para-veterinary professions and the registration of persons practising such professions;

(b) To determine the minimum standards of tuition and training required for degrees, diplomas and certificates entitling the holders thereof to be registered to practise the veterinary professions and para-veterinary professions;

(c) To exercise effective control over the professional conduct of persons practising the veterinary professions and para-veterinary professions;

(d) To determine the standards of professional conduct of persons practising the veterinary professions and para-veterinary professions;

(e) To encourage and promote efficiency in and responsibility with regard to the practice of the veterinary professions and para-veterinary professions;

(f) To protect the interests of the veterinary professions and para-veterinary professions and to deal with any matter relating to such interests;

(g) To maintain and enhance the prestige, status and dignity of the veterinary professions and para-veterinary professions and the integrity of persons practising such professions;

(h) To advise the Minister in relation to any matter affecting a veterinary profession or a para-veterinary profession.”

In context of the above, the Council plays an important policy-making role in terms of –

- Identifying the needs of the veterinary professionals;
- Identifying the needs of the public and the broader country;
- Identifying the needs of the animal population in the country;
- Setting objectives to meet all of the above identified needs; and
- Establishing priorities between the demands/needs and allocating resources to address these in line with good governance policies.
2) Internal Stakeholders Roles and Responsibilities

a) The Executive Committee

The Executive Committee comprises of –

- The President of the Council and
- The Vice-President and one other member as designated by the Council

The Executive Committee may during periods between meetings of the Council exercise all the powers and perform all the functions of the Council. The Executive Committee is not however empowered to set aside or amend any decision of the Council.

The Executive Committee will provide the Registrar with any authorisation needed to execute duties as per the Key Performance/Results Areas, including the employment of staff members as and when required.

b) Councillors

The role of a Councillor as part of the SAVC is to –

- Represent the interests of the constituency he/she represents (not his/her own interests);
- Provide leadership and guidance and to facilitate communication between the constituency and the Council;
- Take an active part in the review and debate of matters before the Council;
- Take an active part in Councils’ decision-making processes [including committee systems];
- Review the SAVC’s objectives and policies to ensure that they are appropriate for the veterinary professions, the public and the animals it serves; and to
- Review the SAVC’s resource allocation, expenditure and activities, including the efficiency and effectiveness of its service delivery.

The following should be noted in terms of the responsibilities applicable to the role of Councillor –

- In terms of prevailing legislation, to complete the ‘Financial Disclosure Form for Councillors’ excluding values upon inception as a Councillor and thereafter annually, in relation to the following areas –
  o Shares and other Financial Interests
  o Directorships and Partnerships
  o Consultancy and Retainer Fees
  o Sponsorships
  o Gifts and Hospitality from a source other than a family member
  o Land and Property
- Attend Council meetings;
• Where he/she is unable to attend a meeting, written motivation is to be submitted at least 14 days ahead of the meeting for consideration by the Executive Committee to be excused from attending the meeting; once approval has been granted, the Councillor must submit inputs or comments related to the agenda of the meeting;

• Advise the Secretariat a minimum of 24-hours in advance if he/she is intending to attend a meeting at which his/her presence is not required;

• Read and consider the agenda and reports before Council meetings so as to be ready to constructively participate in Council debate;

• Has no direct authority over any employee of the Council;

• May be requested to participate in the recruitment process of employees to the Council’s Administration team i.e. be requested to form part of a panel interview for a specific vacancy within the Administration;

• Is able to make decisions and act only through a majority vote decision of the Council or appointed Committee – no individual Councillor is able to act or make any decision, on behalf of the Council, unless the Council has delegated such authority to the Councillor;

• Take cognisance of the costs associated with meetings and ensure that the most appropriate format and cost-effective approach is taken when scheduling meetings e.g. email; Skype; teleconference; telephonic liaison etc.;

• To treat any information confidentially that he/she may have access to through his/her role as a Councillor;

• Not make improper use of the office of Councillor or a committee, or of information obtained through Council to gain individual/own advantage, or to cause damage to the Council;

• Advise Council of a matter in which he/she has a private interest before Council; to declare the private interest and to excuse him/herself from the meeting whilst the matter is being debated and voted upon. To make a declaration at the commencement of each new term of office stating that:” I undertake to excuse myself from meetings if there is a conflict of interest.”;

• Where an inquiry is instituted against a Councillor, to excuse him-/herself from any Council activities until such time as the matter is resolved;

• To await minutes of meetings and preferably the confirmation thereof, prior to matters being discussed outside of Council;
• Not to incur expenses before such expenses have been approved by the Council/Executive Committee/Portfolio Finance/the Registrar;

• Decisions to attend meetings or activities for which compensation and remuneration are sought must first be clarified with the Registrar who will verify the decision and/or seek a decision by the Council/Executive Committee;

• To take cognisance of the budget as submitted by the Registrar and act accordingly;

• To familiarise him/herself with the fees and allowances paid to Councillors and abide by same;

• To act with honesty, integrity and objectivity;

• To channel any communications and pertinent matters pertaining to employees of the Administration to the Registrar and/or for the attention of the Registrar.

The role of a Councillor in participating in Public Forum, External Stakeholder Engagement and Social Media Platforms –

• Councillors must refrain from making official statements on behalf of the Council unless they are duly authorised to do so;

• Unless expressly authorised to speak on behalf of the SAVC, Councillors must use a disclaimer and clearly state that the views expressed in public forums and social media posts and comments are their own and do not reflect the views of the SAVC;

• The Council respects the right of Councillors to participate Public Forum, External Stakeholder Engagement and Social Media Platforms in pursuit of personal interests, professional affiliations and other lawful purposes, the Councillors must ensure that their engagements are in accordance with best practice and promote the integrity and interests of the SAVC;

• Refrain from making comments, declarations or promises on behalf of the SAVC; and

• Refer all queries to the relevant Public Relations portfolio on Council; and

• Ensure adherence to the relevant policies, legislation and code of conduct when using social media in reference to the SAVC.
c) The Registrar and Employees of the Administration

The Council shall appoint a Registrar. Any power conferred upon, function assigned to or duty imposed upon the Registrar, may be exercised, performed or carried out by the Registrar personally or by another person appointed by the Registrar with the approval of the Council, who acts under the delegation, control or direction of the Registrar.

The responsibilities of the Administration, and in particular the Registrar, are as follows –

- The implementation of the plans and on-going management and administration of Council affairs;
- The appointment of staff in conjunction with the support of the HR Service Provider and upon approval of the Executive Committee;
- To work closely with the Chairpersons of Council and its Committees;
- To ensure adherence to the rules and regulations pertaining to the compensation and remuneration of Councillors to attend meetings or activities;
- To submit the budget and ensure that it is applied accordingly;
- To act with honesty, integrity and objectivity;
- To action any matters pertaining to the performance of the employees of the Administration.

3) Internal Complaint/Grievance and Dispute Procedure

Should a Councillor/Administration Employee have a complaint or grievance against another (excluding a complaint involving the Registrar) relating to an incident that has arisen during the course of work the following procedure should be implemented and adhered to –

a) Step 1 – Informal Resolution

The party who feels aggrieved should attempt to address the matter with the other party concerned as soon as possible after the incident has arisen/occurred.

Should the matter still remain unresolved the aggrieved party may elevate the matter to the next level.

b) Step 2 – Complaint lodged with the Registrar

Should the party not be able to resolve the matter, the aggrieved party is to notify the Registrar in writing within two (2) working days, providing the following detail –

- When the incident occurred;
• What has been done to attempt to resolve the matter;
• What the individual believes would be deemed to be resolution of the matter at hand.

The Registrar will be required to attempt to resolve the matter within five (5) working days of the complaint being received in writing.

Should the matter still remain unresolved, the aggrieved party together with the Registrar may elevate the matter to the next level.

c) Step 3 – Referral to the Executive Committee

The aggrieved party together with the Registrar, within two (2) working days of the outcome of the previous step, will notify the Executive Committee in writing of the matter at hand, providing the following information –

• The details of the parties involved in the matter;
• What has been done in an attempt to resolve the matter;
• The reasons as to why the matter has not been resolved;
• What the expected resolution to the matter would be deemed to be.

The Executive Committee will within ten (10) working days convene a meeting with the parties involved and attempt to obtain resolution to the matter at hand.

Should the matter remain unresolved, the aggrieved party may refer the matter for external adjudication.

d) Step 4 – External Adjudication

The HR Service Provider will be advised of the need to arrange for external adjudication on the matter at hand.

An external adjudicator will be appointed to review the matter. Both parties will be required to make initial written submissions pertaining to the matter at hand. The external adjudicator will review these submissions, and where necessary, request additional information either in person or through written submissions.

The external adjudicator will be required to make a ruling in terms of resolution of the matter at hand and the Council and/or Administration will be required to implement the actions as recommended and the matter will be deemed to have been closed out.

Where the complaint involves the Registrar and/or the Registrar has a complaint involving a member of Council the same procedure as highlighted above must be adhered to, except Step 2 – Referral to the Registrar, which will be excluded and the matter will proceed to Step 3 – Referral to the Executive Committee.
The document attached (Refer: Councillor/Administration Grievance Referral Form) highlights the information requirement and signatories for each phase of the Grievance Resolution Procedure.

An individual wishing to lodge a grievance may do so either by completing the aforementioned form or alternatively sending an email to the relevant party/ies containing the requisite information as prescribed. The completion of each phase will require that the respective parties sign-off via email and the email sequence/series is retained as proof of completion of each phase in the grievance resolution process.

**COUNCILLOR/ADMINISTRATION GRIEVANCE REFERRAL FORM**

**DETAILS OF THE PARTY(IES) REFERRING THE GRIEVANCE**

<table>
<thead>
<tr>
<th>Name</th>
<th></th>
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<tbody>
<tr>
<td>Surname</td>
<td></td>
</tr>
<tr>
<td>Position</td>
<td></td>
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<tr>
<td>Date of Referral</td>
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</tbody>
</table>

**DETAILS OF OTHER PARTY(IES) INVOLVED**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Surname</td>
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</tr>
<tr>
<td>Position</td>
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</table>

**STEP 2: REFEREE TO THE REGISTRAR**

<table>
<thead>
<tr>
<th>Date Incident Occurred</th>
<th></th>
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<tbody>
<tr>
<td>Summary of actions taken in an attempt to resolve the matter</td>
<td></td>
</tr>
<tr>
<td>Outline of the resolution sought by the referring party</td>
<td></td>
</tr>
<tr>
<td>Signature of Referring Party</td>
<td></td>
</tr>
<tr>
<td>Date Received by the Registrar</td>
<td></td>
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</table>
# OUTCOME STEP 2

<table>
<thead>
<tr>
<th>Summary of actions taken</th>
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<table>
<thead>
<tr>
<th>Matter Resolved</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Registrar’s Signature &amp; Date</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Referring Party’s Signature &amp; Date</td>
<td></td>
</tr>
<tr>
<td>Responding Party’s Signature &amp; Date</td>
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## STEP 3:

# REFERRAL TO THE EXECUTIVE COMMITTEE

<table>
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<tr>
<th>Summary of actions taken in an attempt to resolve the matter</th>
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</table>

<table>
<thead>
<tr>
<th>Reasons why the matter remains Unresolved</th>
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</table>

<table>
<thead>
<tr>
<th>Outline of the resolution sought by the referring party</th>
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</table>

<table>
<thead>
<tr>
<th>Registrar’s Signature &amp; Date</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Referring Party’s Signature &amp; Date</td>
<td></td>
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</table>
### OUTCOME STEP 3

<table>
<thead>
<tr>
<th>Summary of actions taken</th>
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</table>

<table>
<thead>
<tr>
<th>Matter Resolved</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative of the Executive Committee Signature &amp; Date</td>
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<td></td>
</tr>
<tr>
<td>Referring Party’s Signature &amp; Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responding Party’s Signature &amp; Date</td>
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### STEP 4:

### REQUEST FOR EXTERNAL ADJUDICATION

<table>
<thead>
<tr>
<th>Summary of actions taken in an attempt to resolve the matter</th>
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<table>
<thead>
<tr>
<th>Reasons why the matter remains Unresolved</th>
<th></th>
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</table>

<table>
<thead>
<tr>
<th>Outline of the resolution sought by the referring party</th>
<th></th>
</tr>
</thead>
</table>

<p>| Referring Party’s Signature &amp; Date |  |</p>
<table>
<thead>
<tr>
<th>Confirmation of Communication of Outcome to Parties Concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referring Party’s Signature &amp; Date</td>
</tr>
<tr>
<td>Responding Party’s Signature &amp; Date</td>
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**OUTCOME STEP 4**

External Adjudicator’s Outcome