

OUR MANDATE

The Constitution of the Republic of South Africa affords each citizen access to justice.

Legal Aid SA is an independent statutory body established to provide access to justice for indigent South Africans at state expense. It was established by the:
Legal Aid Act 22 of 1996.
Legal Aid Amendment Act 20 of 1969

OUR STRATEGIC OUTCOMES 2017

OUTCOME 1

Quality justice for all focussing on the poor and vulnerable

OUTCOME 2

Respected, high performance, sustainable public entity impacting positively on society, the economy and the environment.

OUR VISION

A South Africa in which the rights enshrined in the Constitution are realised and upheld and responsibilities are complied with to ensure equality, justice and quality of life for all.

OUR MISSION

To be a leader in the provision of accessible, sustainable, ethical, independent and quality legal services to the poor and vulnerable.

OUR VALUES

Passion for justice: To strive to give effect to the rights enshrined in our Constitution and to be committed and dedicated to increasing access to justice for all.

Ubuntu: To ensure that in all our dealings with our clients, community and staff, we treat one another with compassion, respect and human dignity, regardless of class, sex, gender, sexual orientation, age or any other form of prejudice.

Integrity: To live by the highest ethical standards, demonstrating honesty and fairness in our all our dealings with our clients, community, stakeholders and employees.

Accountability: To be accountable to our clients, the public, stakeholders and shareholders by ensuring compliance with our mandate within the framework of good governance and effective and efficient utilisation of public funds.

Service Excellence: To provide the best in quality legal services and in everything we do, achieving excellence every day.

People Centred Development: To empower our clients and communities to make informed choices about legal matters impacting on their lives. To strive for a workplace where opportunity, openness, enthusiasm, empowerment, teamwork, empathy, learning, accountability and a sense of purpose combine to provide a rewarding professional experience resulting in a highly motivated, valued and diverse workforce.

THE LEGAL AID SA LEADERSHIP MODEL



Legal Aid SA understands that its consistent high performance year on year can only be sustainable through a leadership approach that encourages employee engagement and systems of internal control which are intrinsic within each employee as a result of a shared value system and an inspiring organisational culture.

Our leadership development approach fosters the emergence of a values based authentic leadership brand at all levels of the organisation. Our belief is that a values based authentic leadership approach will ensure that our workforce is engaged. A workforce that is engaged with our values and the employment proposition will in turn facilitate empowered client focussed service delivery. It is through this approach to service delivery that Legal Aid SA continues to have a positive and sustainable impact on society, the economy and the environment.

We have adopted a competency based approach to leadership development. Leaders across our leadership pipeline understand our ideal leadership profile and work towards growing their portfolio of competencies through formal training programmes and self-directed learning. In addition, Legal Aid SA, in partnership with the University of the Witwatersrand, annually puts a group of it's leaders through a formal Leadership Development Programme.

LEGAL AID SA STRATEGIC DRIVERS SUMMARY

LEGAL AID SA MANDATE, VISION, VALUES, AND LEADERSHIP

LEGAL AID SA STRATEGIC PLAN 2012-17

LEGAL AID SA HR STRATEGY

KNOWLEDGEABLE, ENGAGED EMPOWERED EMPLOYEES

CONTEMPORARY HR PRACTICES, SYSTEMS, POLICIES AND PROCEDURES

VALUES CENTRED AUTHENTIC LEADERSHIP

POSITIVE AND INSPIRING WORKPLACE CULTURE

TOTAL REWARDS OFFERING

COMPENSATION (FIXED & VARIABLE)

PERFORMANCE & RECOGNITION

CAREER DEVELOPMENT & OPPORTUNITIES

DISCLAIMER

This booklet is intended as a summary of Legal Aid SA philosophy and its commitment to its employees. It provides a brief overview of Legal Aid SA's Employment Value Proposition (EVP) as well as its central policies and procedures with specific emphasis on Legal Aid SA's rewards offering. For complete and detailed policies and procedures, please refer to the Legal Aid SA intranet.

This booklet is not a contract of employment, and it does not constitute any contractual commitment by Legal Aid SA. Legal Aid SA may at any time change, modify or discontinue the policies or programmes named in this booklet. Legal Aid SA reserves the right to interpret and apply the contents of this booklet at its own discretion.

Legal Aid SA employees must follow the specific terms and conditions of employment as amended by the Board from time to time.



Your voice. For justice.

LEGAL AID SOUTH AFRICA

Employment Value Proposition

A credible employer of choice rooted in leadership, driven by the value and advancement of human rights. A key contributor to South Africa's constitutional democracy providing quality legal services to the poor and vulnerable

- High performance vibrant diverse engaging culture
- An incubator of learning, growth and development exposure
- Fair and progressive employment practices
- Proud reputation of good governance

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MESSAGE FROM CEO

It is with pride that I present to you the Legal Aid SA Employment Value Proposition a package of benefits and opportunities Legal Aid South Africa offers to employees and prospective employees.

The aim of the Employment Value Proposition is to ensure that Legal Aid SA is focussed on improving the training, development and career opportunities of our valuable employees. Legal Aid SA ensures that it is able to attract and retain an extensive talent pool of employees with the appropriate competencies to serve the vulnerable in our communities. Our employees give expression to our vision, mission and values, and ensure that the human rights guaranteed in the Constitution for every South African are realised. Legal Aid SA focuses very specifically on making a positive impact on every employee. Each employee ensures empowered client focussed delivery of our professional legal service. Collectively we, the engaged workforce of Legal Aid SA, strive to make a positive and sustainable impact on the South African society, its economy and the environment. Where the Legal Aid SA focus on its employees meets its employees' drive and commitment to serving the poor and making access to justice a reality in our country, the Legal Aid SA Employment Value Proposition is holistically realised.

Legal Aid SA values its employees as its most important brand asset. Our people management approach, whilst high performing, nurtures and engages employees by creating a transformative and inspiring workplace environment. We promote a workplace conducive to a healthy work-life balance through flexible work practices and recognition initiatives. Legal Aid South Africa continuously enhances its reputation as a caring, preferred employer and exemplary performer in the public sector.

I trust that this brochure will help you form a better understanding of what an employment relationship with Legal Aid South Africa means. It is my hope that this understanding would either attract or retain you as part of the Legal Aid SA professional workforce which takes pride in our reputation as a preferred employer and an exemplary performer in the arena of uplifting the lives of the poor and vulnerable.

Vidhu Vedalankar
Chief Executive Officer



“Protecting and defending the rights of the poor and vulnerable”

STATEMENT OF INTENT



The source of Legal Aid South Africa's value creation is the constitutional, legislative and policy mandates which enable employees to find a sense of purpose in the work they do.

Our strategy is the key creator of sustainable value. We are committed to deliver seamless and sustainable value to our clients, employees and stakeholders.

Our vision and mission are set to inspire us to feel emotionally connected to the organisation's ideals and shared sense of purpose. Our values are set to establish shared beliefs, practices and behaviours to cultivate, develop and create an engaging organisational culture.

Our continued success requires that we actively engage our employees to build trust, deepen our relationship and gain access to their aspirations.

This can only be achieved through passionate, committed, enthusiastic and motivated employees.

AMBASSADORS OF THE LEGAL AID SA MANDATE

We are inspired by the Legal Aid SA mandate. Our core service is the delivery of quality legal services to indigent South Africans. This service is delivered by knowledgeable legal professionals who make Legal Aid SA the high performing, client focussed organisation it is. We do this by living our vision, mission and values in everything we do.

THE DIFFERENCE WE MAKE

Legal Aid SA employees understand that they are custodians of the Constitution and that their daily practice results in giving access to justice and the defence of human rights. Legal Aid SA therefore offers employees a unique opportunity to build South Africa's democracy and to make justice a reality in the everyday lives of citizens.

CARING

We care about the wellbeing of our employees just as we care about the wellbeing of our clients and the protection of human rights in our country. We understand the role our service provides to the building

of this nation's successful Constitutional democracy. This is why we invest heavily in campaigns to educate the public on both human rights and responsibilities in terms of our Constitution. The respect for human rights and the rule of law is central to everything we do.

WE ARE COMMITTED TO AN EMPLOYMENT RELATIONSHIP THAT IS MUTUALLY BENEFICIAL

We are committed to provide each employee with a stimulating range of professional and personal growth opportunities. In return, we expect each employee to be an ambassador of the Legal Aid SA mandate and brand and to deliver on their agreed performance contracts. We have adopted a Total Rewards philosophy that supports our organisation's goals and also meets the needs of our clients, stakeholders and employees. Our approach is rooted in sustainability and good governance practice.

Where the Employee Value Proposition (what we offer employees) meets with the Employer Value Proposition (what the employee offers Legal Aid SA) is where the **Employment Value Proposition** is realised.

We bring this proposition to life by *Learning, Environment, Growth, Achievement & Acknowledgement and Loyalty & Leadership*

WHAT YOU CAN EXPECT FOR BEING A LEGAL AID SA PROFESSIONAL

A competitive Guaranteed Total Package (GTP), benchmarked against the 75th percentile of the public entity labour market for auxiliary support positions and Occupational Specific Dispensation (OSD) for legal professional positions

Legal Aid SA is committed to paying remuneration packages that are competitive relative to the public entity markets.

Competitive Variable Pay and Formal Recognition opportunities

- Performance based pay is directly linked to organisational, business unit and individual performance. Employees can earn additional incentives in recognition of extraordinary achievements and impactful innovation which contribute to Legal Aid SA's success.
- The performance management system has run successfully over many years. It is reviewed annually to ensure effectiveness, relevance to the business and best practice alignment.
- High achievers are recognised annually through Legal Aid SA's formal achiever awards programme which encourages the demonstration of behaviours that are aligned to the organisations' values and excellence in both technical disciplines and client services.

Learning and Development Initiatives to ensure performance excellence and the ongoing contribution to Legal Aid SA's strategic capabilities

- Leadership development that ensures that leaders develop capabilities in line with the Legal Aid SA values based leadership model is a critical priority.
- This programme ensures that leaders actively stimulate workforce engagement and confluence towards the delivery of strategic objectives.
- Employees are given access to

structured learning opportunities through the Legal Aid SA training programme.

- A bursary scheme affords employees assistance with academic endeavour.
- On-the-job training is encouraged.

Competitive benefits and work-life programmes including:

- Medical aid options
- Retirement fund options
- Annual leave, family responsibility leave and study leave
- Group life cover (death, funeral, disability and dread disease cover)
- Employee Wellness Programme

An Organisation with a Proud Governance Record and Reputation

- Legal Aid SA is respected as an ethical entity which is fully committed to compliance and good corporate governance. The organisation received its 11th unqualified audit report from the Auditor-General in 2012.
- Legal Aid SA is acknowledged for its leadership excellence within the South African justice cluster, on the African continent and globally.
- Legal Aid SA makes a positive difference in the lives of all South Africans by making access to justice a reality.

WHAT LEGAL AID SA EXPECTS FROM YOU, THE LEGAL AID SA PROFESSIONAL

Legal Aid SA employees, managers and executives operate within the Legal Aid SA Governance Framework. This means -

- You are always courteous and helpful to clients, colleagues and stakeholders demonstrating the Legal Aid SA values to all you interact with.
- You always maintain a high standard of ethics and professionalism in your work, area of influence, decisions and work relationship engagements.
- Your work is always of a high standard in that you constantly seek to meet and even exceed agreed standards and that you strive to deliver the best possible service to the client.
- You defend the Constitution of the Republic of South Africa, you live the Legal Aid SA values and are keen to make a contribution towards the achievement of Legal Aid SA strategic goals.

You must be knowing, display a winning attitude and ensure you are enabled and empowered.

KNOWING

Knowing means you have the required knowledge to perform your role (in terms of qualification and experience). This expertise means that you have an up-to-date knowledge of the legislation, policies and procedures and best practice applicable to your role. You understand the service expectations of clients both internally and externally, and strive to deliver on this expectation.

You, the Legal Aid SA professional, are up to date with current and future Legal Aid SA business requirements. You are aligned with the Legal Aid SA culture and values, and fully committed to keeping your knowledge contemporary. You share your knowledge to empower others.

WINNING ATTITUDE

Having a winning attitude means you strive to become the best you can be personally and professionally and you have taken full responsibility for your personal growth. You approach your responsibilities with an attitude of potential and possibility, always refuting a constraints mindset.

ENABLED AND EMPOWERED

You understand the contribution you make in ensuring that Legal Aid SA remains a respected, high performance, sustainable and accessible public entity which impacts positively on society, the economy and the environment. You have internalised the organisation's values and demonstrate these in your conduct. You are able to self-control, self-manage and constantly raise the performance bar whilst still complying to the Legal Aid SA Governance Framework.

LEGAL AID SA EVP MODEL



Your voice. For justice.