

## Part C

# Governance



## 1. Introduction

The highest standards of governance are fundamental to the management of public finances and resources. Government departments must have good governance structures in place to effectively, efficiently and economically utilise state resources.

Education Audit Committee members are independent and appointed by the Accounting Officer in consultation with the Executive Authority. The Audit committee operates in accordance with an approved "Terms of Reference" and meets on a quarterly basis to give effect to its responsibilities. The Audit Committee additionally meets with the Executive Authority and Accounting Officer to discuss matters of concern.

Internal Audit services are offered independently by the shared Internal Audit the Corporate Services Centre in the Department of the Premier. In line with the Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA) and KING III, the Internal Audit Activity provides the Audit Committee and WCED management with assurance that the internal controls relating to governance, risk management and control processes are adequate and effective. A risk-based 3-Year Rolling Strategic Plan and Annual Operational Internal Audit Plan were approved by the Audit Committee in 2014. The Audit committee monitored the execution of the operational plan and management's implementation of corrective actions.

The Internal Control Unit of the WCED provides guidance, advice and strategic management in respect of internal control practices.

*Elements are:*

- *Ensure proper governance.* This entails the co-ordination and maintenance of an appropriate delegation and governance framework. Elements are ensuring the implementation of *corrective controls*; supporting the implementation and maintenance of an integrated Loss Control System; reporting, quarterly and annually, on the status of the response to the reports of the Forensic Investigation Unit.
- *Render an assurance service.* This entails reporting matters to the Audit Committee; facilitation of the External and Internal audit and management of the post-auditing process
- *Provide regulatory, policy and governance frameworks and tactical advice.* This entails the development of tools and techniques and the provision of advice on strategy and policy documents.

The combined assurance approach will continue to be applied to effectively focus limited internal audit resources on the most relevant risk areas. This includes close cooperation between the Internal Control Unit and Internal Audit

All officials are held accountable through job descriptions and performance agreements. Head Office officials are held responsible for timeous and expert support to districts. Schools and districts are held accountable for support to schools and the performance of learners.

Accountability at the school level was strengthened from 2011 through the Western Cape Provincial School Education Amendment Act No 7 of 2010, which came into effect in January 2011.

Accountability is extended through the oversight roles played by Provincial and National Treasury in terms of the mandatory elements of the planning and reporting cycles and which cover both financial and non-financial matters. Reporting intervals are monthly (e.g. financial), quarterly or annual. All sections within the WCED have counterpart sections at the Department of Basic Education or Department of Higher Education and Training through which streams of reporting, performance analyses and projections are maintained. The Department of the Premier exercises an oversight function on key WCED projects. Both Internal and External Audit processes additionally govern controls and assist in assuring functionality and prudent management.

Substantive accountability resides in the formal relationship between the WCED and UMALUSI, the national quality assurance body for learning outcomes. This relationship is predicated on internal moderation of assessment processes and the provision of an acceptable examination process.

In common with all government departments countrywide, the WCED participated in a monitoring innovation of the Presidency, the Management Performance Assessment Tool (MPAT) that studied the 4 areas of governance, namely Strategic Planning, HR, Governance and Accountability and Financial Management. The exercise remains a valuable one.

Whole School Evaluation continues to give insights not only into the support needs at individual schools but also into systemic issues. In 2016, focused evaluations were introduced to determine if there is a correlation between school leadership and management, and learner achievement. A report on the findings at the 54 schools served as a useful management tool for district support, follow up and monitoring. Differentiation in the length of visits has allowed for additional schools to be visited. The findings were shared in trend reports in addition to the extensive reports provided to the schools and education districts concerned.

All schools completed online School Improvement Plans (SIPs), with targets for 3 years, for academic performance; management efficiencies (such as teacher and learner absenteeism and academic planning); resourcing and maintenance. The indicators correspond with national targets and match the 9 focus areas of whole school evaluation. The value of an improvement plan like this is that all schools are focused on driving key improvement interventions. The SIP also forms part of the accountability system, since signatories to the plan include the principal, the SGB and the WCED. Schools also provided Action Plans to specify steps they would take to meet the targets set.

In 2016/17 quarterly School Improvement Monitoring, by which key aspects of resourcing and school functionality e.g. preparedness for the new year was conducted. Because the reports were captured online, the data could be drawn and used to improve support. In particular, for example, the data enabled the WCED to keep abreast of deliveries of workbooks.

## **2. Risk Management**

The Accounting Officer (AO) for the Western Cape Department of Education takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (D:ERM) in the Department of the Premier (DotP) provides a centralised strategic support service to the Department.

In compliance with the National Treasury Public Sector Risk Management Framework (PSRMF) and to further embed risk management within the Department, the Western Cape Government (WCG) has adopted an ERM Policy Statement which sets out the WCG's overall intention with regard to ERM. The Department adopted an ERM Policy for the period 2016/17 – 2017/18, approved by the Accounting Officer on 26 April 2016; and an ERM Strategy and Implementation Plan for 2016/17, approved by the Accounting Officer on 26 April 2016. The ERM Implementation Plan gave effect to the departmental ERM Policy and Strategy and outlines the roles and responsibilities of management and staff in embedding risk management in the department.

The Department assessed significant risks that could have an impact on the achievement of its objectives, both strategically and on a programme level, on a quarterly basis. Risks were prioritised based on their likelihood and impact (inherently and residually) and additional mitigations were agreed upon to reduce risks to acceptable levels. New/emerging risks were identified during the quarterly review processes.

The Department established an Enterprise Risk Management Committee (ERMCO) to assist the Accounting Officer in executing his responsibilities relating to risk management. The Committee operated under a Terms of Reference approved by the Accounting Officer on 19 February 2016. ERMCO in the main evaluated the effectiveness of the mitigating strategies implemented to address the risks of the department and recommended further action where relevant.

The Education Audit Committee furthermore monitors the risk management process independently as part of its quarterly review of the Department.

### **Impact on institutional performance**

The benefits of Enterprise Risk management are continuously being realised. Executive management is aware of their duties as risk owners for their various portfolios. Regular and consistent reporting assists to mitigate risk where it may arise. Reports assist management to focus on important areas and results in time efficiency. The department has realised improvements in performance to a varied degree, as a result of growing risk management maturity.

The following key risks and mitigation steps were identified for the year under review:

Risk		Mitigation
1	Budget constraints will have a negative impact on department's (HO / Districts) resources to delivery its services	Ongoing prioritization of budget according to immediate needs, implementing strict budget management and instituted austerity measures in accordance with the relevant NT directives  Gaining efficiencies through economies of scale  Gaining efficiencies through the adoption of a flatter personnel structure and streamlined HRM processes to fit in the affordable basket
2	Unsustainability of pro-poor policy	Quintiles 1-3 funding has been equalized  Additional 218 schools have been classified as no fee schools  Implement compensation fee exemption for needy learners
3	Excessive demand for schooling affects resource planning and admission	WCED conducts an early enrolment campaign and developed a learner enrolment and placement framework, compelling schools to plan more effectively  Advance planning for potential high risk enrolment areas informs resource allocation to accommodate learner growth
4	Poor performance of learners in high schools and primary school	Language and Mathematics Strategy is implemented  District officials monitor schools to ensure educators implement the required training  Officials visit schools to monitor the use of textbooks and schools report on textbook utilisation through the School Improvement Monitoring process on a quarterly basis

### 3. Fraud and Corruption

Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact on service delivery efficiency and the Department's reputation.

The Western Cape Government (WCG) adopted an Anti-Corruption Strategy which confirms the Province's zero tolerance stance towards fraud and corruption. In line with this strategy the Department is committed to zero-tolerance with regard to corrupt or fraudulent activities, whether internal or external, and vigorously pursues and prosecutes, by all legal means available, any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud Prevention Plan and a Fraud Prevention Implementation Plan which gives effect to the Fraud Prevention Plan.

Various channels for reporting allegations of fraud and corruption exist and these are described in detail in the Provincial Anti-Corruption Strategy and the Departmental Fraud Prevention Plan. Each allegation received by the Provincial Forensic Services (PFS) Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and generating statistics for the Province and Department.

Employees who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e. meets statutory requirements e.g. was made in good faith). In this regard a transversal Whistle-blowing Policy was approved on 24 February 2016 to provide guidelines to employees on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated within the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and should they do so in person, their identities are kept confidential by the person to whom they are reporting.

Once fraud or corruption is confirmed after completion of an investigation, the relevant employee who participated in these acts is subjected to a disciplinary hearing. In all such instances, the WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where *prima facie* evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Services.

For the year under review, the PFS issued a Case Movement Certificate for the Department noting the following:

Open cases as at 1 April 2016	11
New cases (2016/17)	28
Closed cases (2016/17)	(17)
Referred cases (2016/17)	(10)
Open cases as at 31 March 2017	12

The following table further analyses the closed cases indicated above:

Outcome of cases closed	
Outcome	Number
Allegations substantiated	6
Only preliminary investigation with no adverse findings	8
Only preliminary investigation with no findings but with recommendations	3

#### 4. Minimising Conflict of Interest

Annually, or as circumstances change, members of the senior management service have to complete and submit a declaration of 'No conflict of Interest'. All Bid Committee members and all staff in Supply Chain Management are required to undergo clearance checks further to the required declarations of any conflict of interest expected of them, to avoid any official participating in any project or duty for which a conflict of interest may result. The Department requires all bidders to declare potential relationships with the employer or employees. Audit Committee members are also required to submit a declaration of 'No conflict of Interest'. In the financial year under review there were no such conflicts of interest.

## **5. Code of Conduct**

The department adheres to the Public Service Code of Conduct.

The Policy on the Acceptance of Gifts by Office-based Officials of the Western Cape Education Department was applied. The policy deals with, among others, general guidelines, the Gift Register, procedures for the completion of Declaration Forms, Frequently Asked Questions and a Gift Register template Policy. Provincial Forensic Services provides Fraud Awareness training to the Department.

## **6. Health Safety and Environmental Issues**

Safety of learners and educators at schools is a major challenge and the Department has formed partnerships with other relevant provincial departments to deal with the issue. Community involvement remains a key aspect in the fight against violence that affects some high-risk schools. The Department also has CCTV cameras in certain schools to enable school principals to monitor threatening activities.

## **7. Portfolio Committees**

Not applicable

## **8. Scopa Resolutions**

The Report of the Public Accounts Committee (PAC) dated 28 November 2016, having considered as part of its oversight role the 2015/2016 Annual Report of the Western Cape Education Department for the year ended 31 March 2016, is summarised below.

The Committee noted the Auditor-General's audit opinion regarding the Department's Annual Financial Statements for the 2015/16 financial year, having obtained a clean audit. This audit opinion remains unchanged from the 2014/15 financial year.

The Western Cape Education Department spent R17,637 billion of a budget of R17,899 billion, resulting in an overall under-expenditure of R262,027 million (1.46%), as reflected on page 163 of the 2015/16 Annual Report. As disclosed in note 24.3 to the financial statements, fruitless and wasteful expenditure amounting to R8 000 was identified during the 2015/16 financial year.

The Department also had departmental receipts of R22,833 million which consists of revenue generated from the following sources:

- Sales of goods and services other than capital assets;
- Fines, penalties and forfeits;
- Interest, dividends, rent on land; and
- Transactions in financial assets and liabilities.



The Committee notes that the under-expenditure relates to the following factors:

- Compensation of employees;
- Goods and services; and
- Transfers and subsidies.

The Committee made no recommendations to the Department.

The Western Cape Education Department provided the following information to the Committee as requested:

- A report that highlights the amount of funds that was spent on remedial work to schools during the 2015/16 financial year, which emanated from Programme 6, as indicated on pages 176 and 177 of the 2015/16 Annual Report.
- A comprehensive list of schools which received donations from the Western Cape Education Department during the 2015/16 financial year.

## 9. Prior Modifications to Audit Reports

The department prepares a Financial Management Improvement Plan (FMIP) that focuses on the matters of non-compliance raised by the Auditor-General. This plan is quality assured and the Auditor-General is consulted in this regard. Regular reporting to the departmental audit committee on progress is also done.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Audit report information not accurate as per schedule provided by the department	2015/16	A template for a register was designed and was distributed to all Districts and Schools, in order to capture and identify shortcomings to be able to assist schools with their financial management of funds.
Learning and Teaching Support Material (LTSM) at section 21 Schools- procurement processes not followed	2015/16	The Department to verify and ensure that all Schools have functional LTSM processes with reference to Circular 0015/2017 and the Framework for Learning and Teaching Support Material
S21 schools - Price paid for text-books exceeds catalogue price as stipulated by the Department of Basic Education (DBE)	2015/16	The introduction of centralised LTSM procurement process by the Department impacted positively with regards to the procurement processes.
Support provided to school governing bodies	2015/16	Districts are busy training SGBs on aspects of financial management. SGBs were also supported on developing budgets for 2017. Plans are in place to train selected SGBs on fraud and corruption.
Overcrowding of classrooms in the WCED	2015/16	The department is addressing the overcrowding of classrooms by providing mobile units to schools and the allocation of additional educator posts.
Status of findings and corrective measures regarding the performance audit on the curriculum support and monitoring provided by education districts	2015/16	As per the District Improvement Plan, Schools are classified in terms of their previous year performance, and monitoring and support is planned in terms of poor performing schools to high performing schools.

## **10. Internal Control Unit**

The Internal Control Directorate undertook the following functions:

1. Implemented a process to support proper governance
2. Supported the Integrated Internal Control System: maintained and updated a database of Legal Frameworks and monitored the proper implementation of legal frameworks
3. Maintained the Forensic Investigation register: Co-ordinated departmental Fraud Awareness Training, provided progress reports on FIU cases for Head Office and Districts and reported the updated departmental FIU register to Department of the Premier.
4. Developed policies, procedures and processes pertaining to the Directorate Internal Control.
5. Monitored compliance against prescripts: managed and developed a compliance working tool; updated the tool in line with current legislation, tested internal control procedures in order to detect trends to determine weaknesses within the internal control system.
6. Evaluated the effectiveness and the implementation of financial prescripts: completed inspections within the department; monitored performances of SCM Champions.
7. Evaluated the departmental risks registers: maintained and kept a record of risk reports; liaised with ERM unit and Internal Audit on the departmental risks.
8. Combined Assurance Services
9. Facilitated the Internal and External Audits: Monitored progress on recommendations in management report and internal audit reports; analysed and ensured implementation of responses of management; provided inputs and advice.
10. Reported matters to the Audit Committee: provided comment on status of financial management improvement plan to the Audit Committee
11. Ensured implementation of corrective controls: Completed inspections and provided reports and registers on irregular, fruitless and wasteful expenditure and unauthorized expenditure; completed the post auditing process in respect of payment vouchers; completed the verification of the MPAT documentation

## **11. Internal Audit and Audit Committees**

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It assists the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes.

The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process;
- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

**The following assurance engagements were approved and completed in the 2016/17 Internal Audit Plan:**

- DPSA Directive
- District Support to Schools
- Teacher Absenteeism
- HR Planning - Schools Principals
- Transfer Payment - (Norms and Standards Funding of Public Schools)
- Specialised Support
- Conditional Grant - (Education Infrastructure Grant)

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which include oversight and responsibilities relating to:

- Internal Audit function;
- External Audit function (Auditor General of South Africa - AGSA);
- Departmental Accounting and reporting;
- Departmental Accounting Policies;
- Review of AGSA management and audit report;
- Review of Departmental In year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives;
- Ethics and Forensic Investigations.

The table below discloses relevant information on the audit committee members:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Ronnie Kingwill	CA(SA); CTA; BCom	External	N/a	01 January 2014 (2 <sup>nd</sup> term)	Contract ended 31 December 2016	7
Ms Zulpha Abrams	CA(SA) & FIIA SA, CIA		N/a	07 April 2014 (2 <sup>nd</sup> term)	Contract ended 31 December 2016	7
Ms Rozan Jaffa	CA (SA); CIA; Hons B Compt (CTA); Bcom (Acc)		N/a	01 October 2014	N/a	8

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Linda Nene	CCSA; CRMA; CCP; FIIA SA; Post Grad Diploma in Management – Corporate; Governance; BComm (Acc)	External	N/a	01 April 2014 (2 <sup>nd</sup> term)	Contract ended 31 March 2017	7
Mr Nick Buick	B Comm, CTA, CA (SA)		N/a	1 January 2017 (1 <sup>st</sup> term)	N/a	1
Ms Merle Kinnes	BA; LLB; Certificate Forensic Examination; Attorney of the High Court of SA.		N/a	1 January 2017 (1 <sup>st</sup> term)	N/a	1

## 12. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2017.

### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

### The Effectiveness of Internal Control

In line with the PFMA and Treasury Regulations, Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The following internal audit work was completed during the year under review:

- DPSA Directive
- District Support to Schools
- Teacher Absenteeism
- HR Planning - Schools Principals
- Transfer Payment - (Norms and Standards Funding of Public Schools)
- Specialised Support
- Conditional Grant - (Education Infrastructure Grant)

The internal audit plan was completed for the year. The areas for improvement as noted by internal audit during performance of their work, were agreed to by management. The Audit Committee continues to monitor the actions on an on-going basis.

The Provincial Forensic Services presented us with statistics. The Audit Committee Monitors the progress of the PFS reports on a quarterly basis. There were no matters brought to our attention that required further reporting by the Audit Committee.

### **In-Year Management and Monthly/Quarterly Report**

The Audit Committee is satisfied with the content and quality of the quarterly in-year management and performance reports issued during the year under review by the Accounting Officer of the Department in terms of National Treasury Regulations and the Division of Revenue Act.

### **Evaluation of Financial Statements**

The Audit Committee has:

- reviewed and discussed the Audited Annual Financial Statements to be included in the Annual Report, with the Auditor-General South Africa (AGSA) and the Accounting Officer;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed material adjustments resulting from the audit of the Department.

### **Compliance**

- The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions.

### **Performance Information**

- The Audit Committee has reviewed the information on predetermined objectives as reported in the Quarterly Performance Report.

### **Auditor General's Report**


The Audit Committee has:

- reviewed the AGSA's Management Report and Management's response thereto;
- on a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year.
- has met with the AGSA to ensure that there are not unresolved issues that emanated from the regulatory audit.

Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements, and proposes that these Audited Annual Financial Statements be accepted and read together with the AGSA's report.

The Audit Committee commends the Department for maintaining an unqualified audit opinion with no material findings.



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**Mr N Buick**

**Chairperson of the Education Audit Committee**

**14 August 2017**



Part D

# **HR Management**

## **1. Legislation that Governs HR Management**

The information provided in this part is prescribed by the Public Service Regulations (Chapter 1, Part III J.3 and J.4).

Basic Conditions of Employment Act, 1997 (Act 75 of 1997),  
Labour Relations Act, 1995 (Act 66 of 1995),  
Employment Equity Act, 1998 (Act 55 of 1998),  
Occupational Health and Safety Act, 1993 (Act 85 of 1993),  
Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993),  
Government Employees Pension Law, 1996 (Proclamation 21 of 1996),  
Employment of Educators Act, 1998 (Act 76 of 1998),  
Public Service Act, 2016,  
Constitution of the Republic of South Africa, 1996,  
Skills Development Act, 1998 (Act 97 of 1998)  
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000),  
Promotion of Access to Information Act, 2000 (Act 2 of 2000),  
Promotion of Administrative Justice Act, 2000 (Act 3 of 2000).

## **2. Introduction**

### **Overview of People Management matters at the Department**

The management of the affordable educator basket of posts of the department is critical to the educational success of schools.

Consultations between the Minister for Education in the Western Cape on the affordable basket of educator posts for 2017 and the distribution of the affordable basket of posts between the Head of Department with Unions and interested parties were concluded on 01 August 2016. Given the fiscal challenges on the compensation of employee budget for the 2016/2017 MTEF and 2017/2018 MTEF, the WCED's main objective was to not reduce the number of educator posts at education institutions. The aforementioned was achieved by introducing cost containment measures. The affordable basket of posts for 2016 was maintained at 32 039 for the 2017 academic year with the objective of maintaining stability at education institutions. A re-prioritisation of certain post allocations was made within the 32 039 post allocation for the 2017 academic year in order to allocate 49 posts for waiting lists and learner support needs at Special Schools. Steps were taken to ensure an educator/learner ratio of 1: 37 in primary schools and 1:33 in high schools.

The department issued 2 vacancy lists for educators, as scheduled in 2016 as well as three special vacancy lists, on demand, for posts of principal and deputy principal.



**People Management priorities for the year under review and the impact of these priorities**

1. School leadership and management:

Focus was once again placed on the advertisement and filling of posts of Deputy Principals and Principals. These posts were advertised in each of the WCED vacancy lists and in special vacancy lists and prioritised to ensure swift processing of the applications.

The WCED continued to strengthen the appointment criteria and selection processes for principals, deputy principals and departmental heads. Competency-Based Assessment (CBA) tools were used to assist in the recruitment and selection process for promotion posts 2016/17. Where governing bodies did not make use of the CBA tool as part of the recruitment and selection process, the delegated authority approved the nomination on condition that the newly appointed educator be subjected to a CBA for professional development. Feedback to individuals assisted in the development of informed individual Development Plans for newly appointed principals, deputy principals and departmental heads.

2. Reduction in number of temporary teachers:

The department appointed 1 126 Post Level1 teachers in a permanent capacity with effect from 1 January 2017.

3. Reduction in numbers of employees on extended periods of leave:

This was prioritised in order to ease the financial strain on the department and to ensure that learners benefit from optimal teaching and learning conditions. The WCED is managing the Policy on Incapacity Leave and Ill-health Retirement (PILIR) by ensuring that only those who are entitled to temporary incapacity leave with pay are granted this, and that there is no unnecessary delay in assessing their eligibility or over-payments for those not entitled to such leave. Rapid processing of these cases also contributed to restoring stability to schools and increased quality learning. As a caring and responsible employer, the WCED is analyzing leave data, drawing trends to identify employees at risk and providing additional direction and support to both managers and employees to address issues that could lead to prolonged absence.

*Workforce planning and key strategies to attract and recruit a skilled and capable workforce*

The department took advantage of the services and availability of the graduates of the Funza Lushaka Bursary scheme as administered by the National Department of Basic Education. The Department managed to place 358 of the eligible list of 717 Funza Lushaka bursary holders that completed their studies at the end of 2015 for placement in 2016 against vacant substantive posts. This represents a 49.9% placement rate of Funza Lushaka bursary holders.

The Department managed to place 331 of the eligible list of 737 Funza Lushaka bursary holders that completed their studies at the end of 2016 for placement in 2017 against vacant substantive posts. This represents a 44.9% placement rate of Funza Lushaka bursary holders during the period 1 January 2017 to 31 March 2017.

With the filling of senior managers' posts, the department placed emphasis on the results of the prescribed competency based assessments which the top scoring candidates completed.

#### *Employee performance management framework*

The department embraced and subscribed to the prescribed policies in respect of performance management and ensured that all staff, both educators and public service staff, were informed of the expectations of the Employer. Whilst top performers are rewarded with performance bonuses, poor performers are obliged to enter into personal improvement programmes.

#### *Employee wellness programmes*

A single external service provider rendered a service in respect of the Western Cape provincial government.

This programme provides on-going support in respect of the psychological, emotional and lifestyle needs of employees. The programme focuses on, amongst others, HIV and AIDS, stress, financial management, relationships, legal, family matters, substance abuse and trauma debriefing. The programme also addresses health and wellness issues of employees through Employee Health and Wellness Awareness Days. The aim of these awareness days is to promote healthy lifestyles and raise the profile of services which the WCED offers to its employees. In addition, Health Promotion Awareness takes place according to days noted in the Department of Health's Health Calendar. The WCED hosted 45 Health and Wellness Awareness Days, created awareness by arranging 25 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period, and provided support during 8 Trauma debriefing sessions.

#### *Achievements and challenges*

The department provided the 2017 school staff establishments before the end of August 2016. This enabled schools to commence timeously with their planning for 2017 and also created sufficient opportunity for schools to appeal for more posts where necessary. School staff establishments for 2017 were based on verified learner numbers as at 31 July 2016.

The WCED's e-Recruitment system for teachers is proving to be a success and has contributed to enhanced efficiencies in the system and more competent teachers to be appointed. All vacancies are published via the on-line system and applications can only be made via this system. To date 63 074 users have registered on the system and 34 749 users completed profiles on the system. Phase II (automation of the governing body process) was successfully piloted in 2016 with full roll-out scheduled for 2017.

The WCED has migrated to the new and improved Pension Case Management (PCM) system. This allows for the electronic processing of pension applications aimed at attaining a zero error rate and reducing the time taken to pay pensions.

The WCED intensified communication to ensure that all employees who receive remuneration for work outside the public service apply for approval.

With the assistance of Internal Audit, the department developed a Stakeholder Framework to improve the working relationship with external stakeholders such as unions, principals' forums and school governing body associations.

*Future People Management plans/goals*

The WCED piloted Phase II of the E-Recruit System in 2016; Phase II is currently being rolled out for full implementation by the end of 2017. Phase II includes the automation of the SGB process (short listing, scoring and nominations), as well as the electronic provision of online applications to schools and SGB's.

A service provider has been sourced and it is envisaged that the WCED will roll out the on-line system for Office-Based Educators and Public Service employees, with the publication of the vacancy bulletin 2/2017.

The profiling of all teachers in terms of subject and phase specialisation and subject or phase teaching in order to affect proper people planning for future teacher needs will be concluded

### 3. Human Resources Oversight Statistics

#### 3.1 Personnel related expenditure

The following tables summarise the final audited personnel related expenditure by programme and by salary bands. In particular, they provide an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

Programme	Programme Designation
Programme 1	Administration
Programme 2	Public Ordinary School Education
Programme 3	Independent School Subsidies
Programme 4	Public Special School Education
Programme 5	Early Childhood Development
Programme 6	Infrastructure Development
Programme 7	Examination and Education Related Services

**Table 3.1.1 Personnel expenditure by programme for the period 1 April 2016 to 31 March 2017**

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)	Number of Employees
Programme 1	1 344 991	777 702	1 359	0	4.03	439.38	1 770
Programme 2	14 272 090	12 150 946	23 256	0	62.95	342.05	35 524
Programme 3	101 026		0	0	0	0	0
Programme 4	1 124 477	894 943	0	0	4.64	315.90	2 833
Programme 5	537 939	61 129	0	0	0.32	433.54	141
Programme 6	1 573 028	18 246	0	0	0.09	506.83	36
Programme 7	347 626	***152 467	0	0	0.79	496.64	307
		**78 308	0	0	0.41	0	0
Total	19 301 177	14 133 741	24 615	0	73.23	348.03	40 611
Notes:							
* District-based employees were moved from Programme 9 to Programme 1, hence the increase in the number of employees.							
** Programme 6 includes Occupation Specific Dispensation (OSD) posts, which is largely funded through DORA posts.							
*** The personnel expenditure in respect of Programme 7 (Examination and Education Related Services) amounting to R152.467m is in respect of the permanently employed employees. The indicated average personnel cost is therefore only in respect of the fulltime employees.							
**** The amount of R78.308m reflects the amount in respect of the expenditure of Examiners/Moderators/Markers and temporary administrative support staff (for the 2016-Matric examinations) as well as HIV/AIDS support staff.							

**Table 3.1.2 Personnel costs by salary band for the period 1 April 2016 to 31 March 2017**

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	No. of employees
Lower skilled (Levels 1-2)	368 162	2.60	116.51	3 160
Skilled (level 3-5)	912 984	6.44	179.51	5 086
Highly skilled production (levels 6-8)	8 193 801	57.78	345.23	23 734
Highly skilled supervision (levels 9-12)	4 651 418	32.80	541.87	8 584
Senior and Top management (levels 13-16)	54 156	0.38	1 152.26	47
<b>Total</b>	<b>14 180 521</b>	<b>100.00</b>	<b>349.18</b>	<b>40 611</b>
Notes:				
* The total personnel expenditure in tables 3.1.1 and 3.1.2 differs because some transactions are made directly on BAS				
** The total number of employees indicated in tables 3.1.1 and 3.1.2 above includes both public service staff and educators.				

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, housing allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

**Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2016 to 31 March 2017**

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	517 441	3.65	1 982	0.01	17 799	0.13	31 167	0.22
Programme 2	9 095 009	64.14	102	0.00	311 534	2.20	524 208	3.70
Programme 3	0	0.00	0	0.00	0	0.00	0	0.00
Programme 4	661 542	4.67	54	0.00	25 118	0.18	40 871	0.29
Programme 5	46 253	0.33	0	0.00	1 151	0.01	2 412	0.02
Programme 6	10 607	0.07	0	0.00	213	0.00	389	0.00
Programme 7	168 273	1.19	1 828	0.01	4 076	0.03	7 594	0.05
<b>Total</b>	<b>10 499 125</b>	<b>74.04</b>	<b>3 966</b>	<b>0.03</b>	<b>359 891</b>	<b>2.54</b>	<b>606 641</b>	<b>4.28</b>

**Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2016 to 31 March 2017**

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	259 875	1.83	47	0.00	19 843	0.14	17 712	0.12
Skilled (level 3-5)	645 416	4.55	1 295	0.01	42 801	0.30	56 896	0.40
Highly skilled production (levels 6-8)	6 078 936	42.87	1 953	0.01	201 485	1.42	359 157	2.53
Highly skilled supervision (levels 9-12)	3 479 485	24.54	671	0.00	95 646	0.67	172 113	1.21
Senior management (level 13-16)	35 413	0.25	0	0.00	116	0.00	763	0.01
<b>Total</b>	<b>10 499 125</b>	<b>74.04</b>	<b>3 966</b>	<b>0.03</b>	<b>359 891</b>	<b>2.54</b>	<b>606 641</b>	<b>4.28</b>

### 3.2 Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the percentage of posts vacant, and whether there are any staff that are additional to the establishment.

This information is presented in terms of two key variables:

- programme (Table 3.2.1) and
- salary band (Table 3.2.2).

**Table 3.2.1 Employment and vacancies by programme as on 31 March 2017**

Personnel Group	Programme	Number of funded posts	Unfunded posts	Number of Posts Filled	Vacancy Rate (%)	Number of persons additional to the establishment	Total number of employees
All Personnel	Programme 1	2 015	25	1 740	13.65	30	1 770
	Programme 2	35 336	11	35 234	0.29	290	35 524
	Programme 4	2 845	0	2 797	1.69	36	2 833
	Programme 5	9	0	141**	0.00	0	141**
	Programme 6	53	0	32	39.62	4	36
	Programme 7	379	3	304	19.79	3	307
	Total	40 637	39	40 248	0.96	363	40 611
Educators	Programme 1	581	3	581	0.00	14	595
	Programme 2	29 144	0	29 128	0.05	182	29 310
	Programme 4	1 821	0	1 835	0.00	8	1 843
	Programme 5	9	0	141**	0.00	0	141**
	Programme 6	6	0	5	16.67	0	5
	Programme 7	163	0	140	14.11	3	143
	Total	31 724	3	31 830	0.00	207*	32 037
Public Service Personnel	Programme 1	1 434	22	1 159	19.18	16	1 175
	Programme 2	6 192	11	6 106	1.39	108	6 214
	Programme 4	1 024	0	962	6.05	28	990
	Programme 5	0	0	0	0.00	0	0
	Programme 6	47	0	27	42.55	4	31
	Programme 7	216	3	164	24.07	0	164
	Total	8 913	36	8 418	5.55	156	8 574

Notes:

\* In the case of educators additional to the establishment, the figures of only those educators who were duly identified as additional in terms of collective agreements are indicated.

\*\* Programme 5: Posts of educators: pre-primary are abolished as they become vacant. The WCED adopted a policy according to which the funds attached to vacated posts are replaced by a subsidy payment in an effort to create more learning sites for pre-primary learners (Early Childhood Development). 141 Educators in Programme 5 are Pre-Primary Personnel. These personnel are carried in additional posts.

As for educational institutions, the number of vacancies in respect of educators does not mean that the institution has fewer educators than the number of educators to which they are entitled. It merely indicates that the educator posts are not filled in a permanent capacity. In each case where the post is not permanently filled, a contract appointment is made to ensure that all educational institutions are sufficiently capacitated.

**Table 3.2.2 Employment and vacancies by salary band as on 31 March 2017**

Personnel Group	Salary Band	Number of funded posts	Unfunded Posts	Number of Posts Filled	Vacancy Rate %	Number of persons additional to the establishment	Total number of employees
All Personnel	Lower Skilled (Levels 1-2)	3 315	8	3 413	0.00	45	3 458
	Skilled (Levels 3-5)	4 418	13	4 718	0.00	81	4 799
	Highly skilled production (Levels 6-8)	28 778	11	28 494	0.99	202	28 696
	Highly skilled supervision (Levels 9-12)	4 080	7	3 578	12.30	33	3 611
	Senior Management (Levels 13-16)	46	0	45	2.17	2	47
	Total	40 637	39	40 248	0.96	363	40 611
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	353	0	998	0.00	1	999**
	Highly skilled production (Levels 6-8)	27 563	0	27 471	0.33	179	27 650
	Highly skilled supervision (Levels 9-12)	3 808	3	3 361	11.74	27	3 388
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total	31 724	3	31 830	0.00	207	32 037
Public Service Personnel	Lower Skilled (Levels 1-2)	3 315	8	3 413	0.00	45	3 458
	Skilled (Levels 3-5)	4 065	13	3 720	8.49	80	3 800
	Highly skilled production (Levels 6-8)	1 215	11	1 023	15.80	23	1 046
	Highly skilled supervision Levels 9-12)	272	4	217	20.22	6	223
	Senior Management (Levels 13-16)	46	0	45	2.17	2	47
	Total	8 913	36	8 418	5.55	156	8 574

## Notes:

- As for educational institutions, the number of vacancies in respect of educators does not mean that the institution has fewer educators than the number of educators to which they are entitled. It merely indicates that the educator posts are not filled in a permanent capacity. In each case where the post is not permanently filled, a contract appointment is made to ensure that all educational institutions have the number of educators to which they are entitled.

\*\* All educator posts are created for the appointment of professionally fully qualified educators (at least Matric plus 3 years training) at the minimum of salary levels 6-8. The WCED does have some under-qualified educators in the system. These are the 999 educators who are remunerated at salary levels 3-5 because they do not meet the minimum post requirements to be paid at salary levels 6-8. These educators are all appointed against approved posts indicated in the salary band 6-8 in this table.

**Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2017**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Not applicable				
Total				

## Notes:

- The CORE classification, as prescribed by the DPSA, should be used for completion of this table.
- Critical occupations are defined as occupations or sub-categories within an occupation
  - in which there is a scarcity of qualified and experienced persons currently or anticipated in the future, either because such skilled persons are not available or they are available but do not meet the applicable employment criteria;
  - for which persons require advanced knowledge in a specified subject area or science or learning field and such knowledge is acquired by a prolonged course or study and/or specialised instruction;
  - where the inherent nature of the occupation requires consistent exercise of discretion and is predominantly intellectual in nature; and in respect of which a department experiences a high degree of difficulty to recruit or retain the services of employees.

### 3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

**Table 3.3.1 SMS post information as on 31 March 2017**

SMS Level	Number of SMS posts per level		Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
	Funded	Unfunded				
Director-General/ Head of Department	1	0	1	100.00	0	0.00
Salary level 16, but not HOD	0	0	0	0.00	0	0.00
Salary Level 15	4	0	3	75.00	1	25.00
Salary Level 14	8	0	8	100.00	0	0.00
Salary Level 13	33	0	35	106.06	0	0.00
Total	46	0	47	102.17	1	2.17

Note: Two (2) SMS members carried above the WCED establishment plus one (1) SMS member in the Office of the Minister of Education in the Western Cape.

**Table 3.3.2 SMS post information as on 30 September 2016**

SMS Level	Number of SMS posts per level		Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
	Funded	Unfunded				
Director-General/ Head of Department	1	0	0	0.00	1	100.00
Salary level 16, but not HOD	0	0	0	0.00	0	0.00
Salary Level 15	4	0	3	75.00	1	25.00
Salary Level 14	8	0	9	112.50	0	0.00
Salary Level 13	33	0	35	106.06	0	0.00
Total	46	0	47	102.17	2	4.35

Note: Two (2) SMS members carried above the WCED establishment plus one (1) SMS member in the Office of the Minister of Education in the Western Cape.

**Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2016 to 31 March 2017**

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per Level not filled in 6 months but filled in 12 months
Director-General/ Head of Department	1	1	0
Salary level 16, but not HOD	0	0	0
Salary Level 15	1	1	1
Salary Level 14	1	1	0
Salary Level 13	4	4	0
Total	7	7	1



**Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2016 to 31 March 2017**

Reasons for vacancies not advertised within six months
The Department contemplated revisiting the composition of the functions of the SL15 post when it became vacant. After deliberation it was decided that the functions assigned are sufficient and the post was advertised during February 2017.

**Note:**

- In terms of the Public Service Regulations 2016, Section 65 (7) departments must indicate good cause or reason for not having complied with the filling of SMS posts within the prescribed timeframes.

**Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2016 to 31 March 2017**

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months
Please see comments above.

**Note:**

- In terms of the Public Service Regulations 2016, Section 65 (7), departments must indicate good cause or reason for not having complied with the filling of SMS posts within the prescribed timeframes. In the event of non-compliance with this regulation, the relevant executive authority or head of department must take appropriate disciplinary steps in terms of section 16A(1) or (2) of the Public Service Act.

### 3.4 Job Evaluation

Within a nationally determined framework, an executing authority may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2016 to 31 March 2017**

Salary Band	Total number of posts as on 31 March 2017	Number of posts evaluated	% of posts evaluated by Salary Bands	Posts Upgraded		Posts Downgraded	
				Number		Number	% of number of posts
Lower skilled (Levels 1-2)	3 315	0	0.00	0	0	0	0
Skilled (Levels 3-5)	4 418	4	0.09	0	0	0	0
Highly skilled production (Levels 6-8)	28 778	2	0.01	0	0	0	0
Highly skilled supervision (Levels 9-12)	4 080	0	0.00	0	0	0	0
Senior Management Service Band A (Level 13)	33	1	3.03	0	0	0	0
Senior Management Service Band B (Level 14)	8	0	0.00	0	0	0	0
Senior Management Service Band C (Level 15)	4	0	0.00	0	0	0	0
Senior Management Service Band D (Level 16)	1	0	0.00	0	0	0	0
<b>Total</b>	<b>40 637</b>	<b>7</b>	<b>0.02</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Note:** Only public service posts are subjected to job evaluation procedures.

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

**Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2016 to 31 March 2017**

Gender	African	Coloured	Indian	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employees with a disability					0

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

**Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2016 to 31 March 2017**

Total number of Employees whose salaries exceeded the grades determine by job evaluation	0
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The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

**Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2016 to 31 March 2017**

Total number of Employees whose salaries exceeded the grades determine by job evaluation	0
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### 3.5 Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupations (see definition in notes below).

**Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2016 to 31 March 2017**

Personnel Group	Salary Band	Number of employees per band as on 31 March 2016	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turn-over rate %
All Personnel	Lower skilled (Levels 1-2)	3 122	2 608	0	2 608	2 421	0	2 421	5.99
	Skilled (Levels 3-5)	5 003	4 585	10	4 595	2 969	5	2 974	32.40
	Highly skilled production (Levels 6-8)	23 289	11 321	22	11 343	11 854	45	11 899	0.00
	Highly skilled super-vision (Levels 9-12)	8 844	578	1	579	1 276	5	1 281	0.00
	Senior Management Service Band A (Level 13)	35	3	1	4	2	0	2	5.71
	Senior Management Service Band B (Level 14)	8	1	0	1	1	0	1	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	1	0	1	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	1	1	0.00
	Total	40 305	19 096	34	19 130	18 524	56	18 580	1.36
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	1 070	3 540	0	3 540	1 857	0	1 857	157.29
	Highly skilled production (Levels 6-8)	22 089	11 174	15	11 189	11 653	37	11 690	0.00
	Highly skilled supervision (Levels 9-12)	8 621	556	1	557	1 254	3	1 257	0.00
	Senior Management Service Band A (Level 13)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band B (Level 14)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	0	0	0	0	0	0	0	0.00
	Total	31 780	15 270	16	15 286	14 764	40	14 804	1.52
Public Service	Lower skilled (Levels 1-2)	3 122	2 608	0	2 608	2 421	0	2 421	5.99
	Skilled (Levels 3-5)	3 933	1 045	10	1 055	1 112	5	1 117	0.00
	Highly skilled production (Levels 6-8)	1 200	147	7	154	201	8	209	0.00
	Highly skilled super-vision (Levels 9-12)	223	22	0	22	22	2	24	0.00
	Senior Management Service Band A (Level 13)	35	3	1	4	2	0	2	5.71
	Senior Management Service Band B (Level 14)	8	1	0	1	1	0	1	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	1	0	1	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	1	1	0.00
	Total	8 525	3 826	18	3 844	3 760	16	3 776	0.87

Personnel Group	Salary Band	Number of employees per band as on 31 March 2016	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turn-over rate %
<b>Notes:</b> Column 3 (number of employees) includes all Nature of Appointments and Excess Personnel and excludes the Minister. Public Servants and Educators who do not occupy permanent positions are appointed on contract for closed periods. This includes employees appointed to substantive vacancies which arise as a result of natural attrition, deaths, promotions, etc., and employees (educators) appointed as substitutes in the place of those absent from duty because of sick leave, maternity leave, etc. This implies that the same employee can be appointed up to four times in a particular reporting year because each contract is regarded as a new appointment. The expiry of the contract is regarded as a termination of service for reporting purposes and this is the reason for the exceptionally high number of terminations.									

**Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2016 to 31 March 2017**

Critical occupation	Number of employees at beginning of period- April 2015	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Not applicable				

The table below identifies the major reasons why staff left the department.

**Table 3.5.3.1 Reasons why staff left the department for the period 1 April 2016 to 31 March 2017**

Group	Termination type	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2016
All Personnel	Death / Demise	105	0.57	0.26
	Resignation	1 403	7.56	3.48
	Expiry of contract*	15 869	85.46	39.37
	Dismissal - operational changes	3	0.02	0.01
	Dismissal - misconduct	68	0.37	0.17
	Dismissal - inefficiency	0	0.00	0.00
	Discharged due to ill-health	88	0.47	0.22
	Discharged due to incapacity	0	0.00	0.00
	Retirement	986	5.31	2.45
	Employee initiated severance package	0	0.00	0.00
	Transfer to other Public Service Departments	56	0.30	0.14
	Total	18578	100.00	46.09
Educators	Death/ Demise	72	0.49	0.23
	Resignation	1 201	8.12	3.78
	Expiry of contract *	12 628	85.34	39.74
	Dismissal – operational changes	3	0.02	0.01
	Dismissal – misconduct	37	0.25	0.12
	Dismissal – inefficiency	0	0.00	0.00
	Discharged due to ill-health	60	0.41	0.19
	Discharged due to incapacity	0	0.00	0.00
	Retirement	762	5.15	2.40
	Employee initiated severance package	0	0.00	0.00
	Transfers to other Public Service departments	40	0.27	0.13
	Total	14 803	100.00	46.58

Group	Termination type	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2016
Public Service Staff	Death/ Demise	33	0.88	0.39
	Resignation	202	5.36	2.37
	Expiry of contract *	3 241	85.97	38.02
	Dismissal – operational changes	0	0.00	0.00
	Dismissal – misconduct	31	0.82	0.36
	Dismissal – inefficiency	0	0.00	0.00
	Discharged due to ill-health	28	0.74	0.33
	Discharged due to incapacity	0	0.00	0.00
	Retirement	224	5.94	2.63
	Employee initiated severance package	0	0.00	0.00
	Transfers to other Public Service departments	16	0.42	0.19
	Total	3775	100.00	44.28

**Note:**

\* The "Expiry of Contract" number may seem to be high in comparison to other state departments and employers. The high figure is because the WCED has a policy by which employees are appointed on contract for short periods. These posts are regularly advertised within the framework of applicable collective agreements with a view to the permanent filling thereof at the earliest opportunity. Furthermore, substitute educators are appointed in the place of educators who utilise leave or are seconded. The shortest period for contract appointment in respect of an educator is two weeks.

**Table 3.5.3.2 Reasons why staff resigned, 1 April 2016 to 31 March 2017**

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	3	0.21
	Bad health	14	1.00
	Better remuneration	54	3.85
	Contract expired	6	0.43
	Domestic problems	14	1.00
	Emigration	41	2.92
	Further studies	4	0.29
	Marriage	6	0.43
	Nature of work	79	5.63
	No Reason	22	1.57
	Other Occupation	85	6.06
	Own Business	4	0.29
	Personal Grievances	37	2.64
	Resigning of Position	1 024	72.99
	Transport Problem	0	0.00
	Pregnancy	0	0.00
	Housewife	0	0.00
	Transfer(Spouse)	5	0.36
	Reduction Of Posts	0	0.00
	Other Education Department	5	0.36
	Transfer Other System	0	0.00
	Misconduct	0	0.00
	Grand Total	1 403	100

Group	Termination type	All Personnel Number	% of Total Exits
Educators	Age	2	0.17
	Bad Health	11	0.92
	Better Remuneration	45	3.75
	Contract Expired	6	0.50
	Domestic Problems	12	1.00
	Emigration	40	3.33
	Further Studies	4	0.33
	Marriage	5	0.42
	Nature of Work	71	5.91
	No Reason	20	1.67
	Other Occupation	65	5.41
	Own Business	3	0.25
	Personal Grievances	31	2.58
	Resigning Of Position	876	72.94
	Transport Problem	0	0.00
	Pregnancy	0	0.00
	Housewife	0	0.00
	Transfer(\$pouse)	5	0.42
	Reduction Of Posts	0	0.00
	Other Education Department	5	0.42
	Transfer Other System	0	0.00
	Misconduct	0	0.00
	Total	1 201	10
Public Service Staff	Age	1	0.50
	Bad Health	3	1.49
	Better Remuneration	9	4.46
	Contract Expired	0	0.00
	Domestic Problems	2	0.99
	Emigration	1	0.50
	Further Studies	0	0.00
	Marriage	1	0.50
	Nature of Work	8	3.96
	No Reason	2	0.99
	Other Occupation	20	9.90
	Own Business	1	0.50
	Personal Grievances	6	2.97
	Resigning Of Position	148	73.27
	Transport Problem	0	0.00
	Pregnancy	0	0.00
	Housewife	0	0.00
	Transfer(\$pouse)	0	0.00
	Reduction Of Posts	0	0.00
	Other Education Department	0	0.00
	Transfer Other System	0	0.00
	Misconduct	0	0.00
	Total	202	100.00

**Table 3.5.3.3 Age groups of staff who resigned, 1 April 2016 to 31 March 2017**

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 >	0	0.00	0	0.00	0	0.00
Ages 20 to 24	60	4.28	59	4.91	1	0.50
Ages 25 to 29	255	18.18	241	20.07	14	6.93
Ages 30 to 34	145	10.33	128	10.66	17	8.42
Ages 35 to 39	106	7.56	87	7.24	19	9.41
Ages 40 to 44	153	10.91	131	10.91	22	10.89
Ages 45 to 49	239	17.03	207	17.24	32	15.84
Ages 50 to 54	181	12.90	147	12.24	34	16.83
Ages 55 to 59	153	10.91	121	10.07	32	15.84
Ages 60 to 64	107	7.63	78	6.49	29	14.36
Ages 65 >	4	0.29	2	0.17	2	0.99
Total	1 403	100.00	1 201	100.00	202	100.00

**Table 3.5.3.4 Granting of employee initiated severance packages: 1 April 2016 to 31 March 2017**

Total number of employee initiated severance packages in 2016/ 2017	0
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**Table 3.5.4 Promotions by critical occupation for the period 1 April 2016 to 31 March 2017**

Occupation	Employees 1 April 2016	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Not applicable					

**Table 3.5.5 Promotions by salary band for the period 1 April 2016 to 31 March 2017**

Personnel Group	Salary Band	Employees as at 31 March 2016	Promotion to another salary level	Salary Level promotions as a % of employees by salary band	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
All personnel	Lower skilled (Levels 1-2)	3 362	221	6.57	1 776	52.83
	Skilled (Levels 3-5)	4 579	149	3.25	3 309	72.26
	Highly skilled production (Levels 6-8)	2 604	733	28.15	16 451	631.76
	Highly skilled supervision (Levels 9-12)	29 713	726	2.44	7 968	26.82
	Senior management (Levels 13-16)	47	4	8.51	29	61.70
	Total	40 305	1 833	4.55	29 533	73.27
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	754	3	0.40	134	17.77
	Highly skilled production (Levels 6-8)	1 530	676	44.18	16 009	1046.34
	Highly skilled supervision (Levels 9-12)	29 496	712	2.41	7 822	26.52
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	31 780	1 391	4.38	23 965	75.41
Public service	Lower Skilled (Levels 1-2)	3 362	221	6.57	1 776	52.83
	Skilled (Levels 3-5)	3 825	146	3.82	3 175	83.01
	Highly skilled production (Levels 6-8)	1 074	57	5.31	442	41.15
	Highly skilled supervision (Levels 9-12)	217	14	6.45	146	67.28
	Senior Management (Levels 13-16)	47	4	8.51	29	61.70
	Total	8 525	442	5.18	5 568	65.31

## Employment Equity

**Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2017**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	1	6	1	2	0	0	1	1	0	0	12
Senior management (Level 13)	2	10	1	7	2	9	1	3	0	0	35
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	134	557	8	239	68	175	6	111	0	0	1 298
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	654	3 402	34	833	1 639	4 835	57	1 997	6	5	13 462
Semi-skilled and discretionary decision making (Levels 4-7)	1 252	2 562	9	651	4 078	8 076	71	3 404	64	37	20 204
Unskilled & defined decision making (Levels 1-3)	648	2 121	3	120	494	2 022	1	163	17	11	5 600
<b>Total</b>	<b>2 691</b>	<b>8 658</b>	<b>56</b>	<b>1 852</b>	<b>6 281</b>	<b>15 117</b>	<b>137</b>	<b>5 679</b>	<b>87</b>	<b>53</b>	<b>40 611</b>

**Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2017**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	0	0	0	1	0	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	2	4	0	1	0	3	0	3	0	0	13
Semi-skilled and discretionary decision making (Levels 4-7)	1	0	0	1	1	2	0	2	0	0	7
Unskilled and defined decision making (Levels 1-3)	2	3	0	0	2	3	0	0	0	0	10
<b>Total</b>	<b>5</b>	<b>7</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>32</b>



**Table 3.6.3 Recruitment for the period 1 April 2016 to 31 March 2017**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	1	0	0	0	0	0	0	0	0	1
Senior management (Level 13)	0	1	0	0	0	1	1	0	0	0	3
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	21	43	1	22	12	26	0	23	0	0	148
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	110	674	1	86	699	1 046	16	133	2	0	2 767
Semi-skilled and discretionary decision making (Levels 4-7)	687	1 403	7	236	2 307	4 318	39	1 556	129	59	1 0741
Unskilled and defined decision making (Levels 1-3)	504	1 500	5	151	714	2 108	10	340	65	39	5 436
Total	1 322	3 622	14	495	3 732	7 499	66	2 052	196	98	19 096

**Table 3.6.4 Promotions for the period 1 April 2016 to 31 March 2017**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	1	1	0	2	0	0	0	0	0	0	4
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	14	51	0	22	5	19	0	16	0	0	127
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	85	292	1	81	191	405	6	161	0	0	1 222
Semi-skilled and discretionary decision making (Levels 4-7)	8	27	0	3	22	63	0	6	0	0	129
Unskilled and defined decision making (Levels 1-3)	36	143	1	1	18	147	0	5	0	0	351
Total	144	514	2	109	236	634	6	188	0	0	1 833

**Table 3.6.5 Terminations for the period 1 April 2016 to 31 March 2017**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	0	0	0	0	0	0	0	2
Senior management (Level 13)	0	1	0	1	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	22	99	1	67	22	36	1	33	0	0	281
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	153	924	4	124	827	1 420	15	278	0	0	3 745
Semi-skilled and discretionary decision making (Levels 4-7)	657	1 411	9	236	2 253	4 361	38	1 597	133	71	10 766
Unskilled and defined decision making (Levels 1-3)	396	1 215	2	103	400	1 397	3	136	49	27	3 728
Total	1 228	3 652	16	531	3 502	7 214	57	2 044	182	98	18 524

**Table 3.6.6 Disciplinary action for the period 1 April 2016 to 31 March 2017**

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	95	181	1	14	148	84	3	13	539

**Table 3.6.7 Skills development for the period 1 April 2016 to 31 March 2017**

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	0	21	0	1	0	2	0	0	24
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	1 725	4 660	72	1 111	4 020	7 524	109	2 656	21 877
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	16	67	0	1	28	98	0	15	225
Semi-skilled and discretionary decision making (Levels 4-7)	71	160	0	3	169	589	0	46	1 038
Unskilled and defined decision making (Levels 1-3)	66	233	0	8	30	112	0	5	454
Grand Total	1 878	5 141	72	1 124	4 247	8 325	109	2 722	23 618

Note:

There is no alignment between the Organising Framework for Occupations (OFO) reported to the SETAs and the occupation categories listed under the Code of Remuneration (CORE). The Department has aligned the CORE occupation categories with the OFO occupation categories for reporting purposes in respect of the number of employees.

### 3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

**Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2016**

SMS Level	Number of funded SMS posts per level	Number of SMS members per level	Number of signed Performance Agreements per level	Signed Performance Agreements as % of SMS members per level
Director- General/ Head of Department	1	1	1	100.00
Salary level 16, but not HOD	0	0	0	100.00
Salary Level 15	4	3	3	100.00
Salary Level 14	9	8	8	100.00
Salary Level 13	32	31	31	100.00
Total	46	43	43	100.00

**Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2016**

Reasons
Not applicable

**Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2016**

Reasons
Not applicable

### 3.8 Performance Rewards

To encourage good performance, the department has granted the following performance rewards, allocated to personnel for the performance period 2014/15, but paid during the year under review. The information is presented in terms of race, gender and disability (Table 3.8.3) and salary bands (Table 3.8.4).

**Table 3.8.1 Notch progressions by salary band, 1 April 2016 to 31 March 2017**

Salary Band	Employees as at 31 March 2016	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 362	1 776	52.83
Skilled (Levels 3-5)	4 579	3 309	72.26
Highly skilled production (Levels 6-8)	2 604	16 451	631.76
Highly skilled supervision (Levels 9-12)	29 713	7 968	26.82
Senior management (Levels 13-16)	47	29	61.70
Total	40 305	29 533	73.27

**Table 3.8.2 Notch progressions by critical occupation, 1 April 2016 to 31 March 2017**

Critical Occupations	Employees as at 31 March 2016	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Not applicable			
Total			

**Table 3.8.3 Performance Rewards by race, gender and disability for the period 1 April 2016 to 31 March 2017**

Personnel Group	Race and Gender	Beneficiary Profile			Cost (R'000)	
		Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
Public Service	African	238	1 708	13.93	2 053	8.63
	Male	99	804	12.31	771	7.79
	Female	139	904	15.38	1 281	9.22
	Coloured	1 089	5 990	18.18	10 989	10.09
	Male	388	2 596	14.95	3 589	9.25
	Female	701	3 394	20.65	7 400	10.56
	Indian	6	25	24.00	74	12.40
	Male	1	8	12.50	15	15.15
	Female	5	17	29.41	59	11.85
	White	250	783	31.93	3 170	12.68
	Male	27	163	16.56	401	14.87
	Female	223	620	35.97	2 769	12.42
	Disabled	3	19	15.79	30	10.08
	Grand Total	1 586	8 525	18.60	16 316	10.29

**Table 3.8.4 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2016 to 31 March 2017**

Group	Salary bands	Beneficiary Profile			Cost (R'000)		
		Number of beneficiaries	Total number of employees in group	% of total within salary bands	Cost (R'000)	Average cost (R'000) per beneficiary	Cost as a % of the total personnel expenditure
Public Service	Lower Skilled (Levels 1-2)	256	3 362	7.61	1 366	5.34	0.37
	Skilled (Levels 3-5)	864	3 825	22.59	7 482	8.66	0.82
	Highly skilled production (Levels 6-8)	396	1 074	36.87	5 531	13.97	0.07
	Highly skilled supervision (Levels 9-12)	62	217	28.57	1 497	24.14	0.03
	Total	1 578	8 478	18.61	15 875	10.06	0.11

**Table 3.8.5 Performance Rewards by critical occupation for the period 1 April 2016 to 31 March 2017**

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Not applicable					

**Table 3.8.6 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2016 to 31 March 2017**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group	% of total within salary bands	Cost (R'000)	Average cost (R'000) per beneficiary	Cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	10	35	28.57	388	38.77	0.72
Senior Management Service Band B (Level 14)	1	8	12.50	54	53.55	0.10
Senior Management Service Band C (Level 15)	0	3	0.00	0	0.00	0.00
Senior Management Service Band D (Level 16)	0	1	0.00	0	0.00	0.00
Total	11	47	23.40	441	40.11	0.81
Note: The SMS allocation of performance related rewards is over the 20% distribution curve, but it is attributed to a senior manager who was transferred into the department at the end of the performance cycle and who received a high performance rating at a previous department and similarly with a seconded senior manager.						

### 3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary band and major occupation.

**Table 3.9.1 Foreign workers by salary band for the period 1 April 2016 to 31 March 2017**

Personnel Group	Salary Band	1 April 2016		31 March 2017		Change	
		Number	% of total	Number	% of total	Number	% in Salary Band
All Personnel	Lower skilled (Levels 1-2)	2	1.48	2	1.43	0	0.00
	Skilled (Levels 3-5)	33	24.44	33	23.57	0	0.00
	Highly skilled production (Levels 6-8)	93	68.89	98	70.00	5	100.00
	Highly skilled supervision (Levels 9-12)	7	5.19	7	5.00	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>135</b>	<b>100.00</b>	<b>140</b>	<b>100.00</b>	<b>5</b>	<b>100.00</b>
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	31	23.66	30	22.22	-1	0
	Highly skilled production (Levels 6-8)	93	70.99	98	72.59	5	125.00
	Highly skilled supervision (Levels 9-12)	7	5.34	7	5.19	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>131</b>	<b>100.00</b>	<b>135</b>	<b>100.00</b>	<b>4</b>	<b>100.00</b>
Public Service	Lower skilled (Levels 1-2)	2	50.00	2	40.00	0	0.00
	Skilled (Levels 3-5)	2	50.00	3	60.00	1	100.00
	Highly skilled production (Levels 6-8)	0	0.00	0	0.00	0	0.00
	Highly skilled supervision (Levels 9-12)	0	0.00	0	0.00	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>4</b>	<b>100.00</b>	<b>5</b>	<b>100.00</b>	<b>1</b>	<b>100.00</b>

**Table 3.9.2 Foreign workers by major occupation for the period 1 April 2016 to 31 March 2017**

	Major Occupation	1 April 2016		31 March 2017		Change	
		Number	% of total	Number	% of total	Number	% change
All Personnel	Labourers and related workers	20	14.81	27	19.29	7	140.00
	Clerks	1	0.74	1	0.71	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	114	84.44	112	80.00	-2	0.00
	<b>Total</b>	<b>135</b>	<b>100.00</b>	<b>140</b>	<b>100.00</b>	<b>5</b>	<b>100.00</b>
Educators	Labourers and related workers	17	12.98	23	17.04	6	150.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	114	87.02	112	82.96	-2	0.00
	<b>Total</b>	<b>131</b>	<b>100.00</b>	<b>135</b>	<b>100.00</b>	<b>4</b>	<b>100.00</b>
Public Service	Labourers and related workers	3	75.00	4	80.00	1	100.00
	Clerks	1	25.00	1	20.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>4</b>	<b>100.00</b>	<b>5</b>	<b>100.00</b>	<b>1</b>	<b>100.00</b>

### 3.10 Leave utilisation

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

**Table 3.10.1 Sick leave for the period 1 January 2016 to 31 December 2016**

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
All personnel	Lower skilled (Levels 1-2)	16 244	13 805	84.99	2 031	6.82	8	5	5 387
	Skilled (Levels 3-5)	28 637	23 766	82.99	3 369	11.32	9	5	14 612
	Highly skilled production (Levels 6-8)	142 679	112 200	78.64	18 040	60.61	8	6	139 655
	Highly skilled supervision (Levels 9-12)	54 296	44 556	82.06	6 290	21.13	9	4	79 959
	Senior Management (Levels 13-16)	146	109	74.66	33	0.11	4	3	386
	<b>Total</b>	<b>242 002</b>	<b>194 436</b>	<b>80.34</b>	<b>29 763</b>	<b>100.00</b>	<b>8</b>	<b>5</b>	<b>240 000</b>
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	2 691	1 935	71.91	484	2.05	6	3	1 599
	Highly skilled production (Levels 6-8)	132 214	103 715	78.44	17 030	72.15	8	6	130 482
	Highly skilled supervision (Levels 9-12)	52 323	42 937	82.06	6 090	25.80	9	4	77 112
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	<b>Total</b>	<b>187 228</b>	<b>148 587</b>	<b>79.36</b>	<b>23 604</b>	<b>100.00</b>	<b>8</b>	<b>5</b>	<b>209 193</b>
Public service	Lower skilled (Levels 1-2)	16 244	13 805	84.99	2 031	32.98	8	5	5 387
	Skilled (Levels 3-5)	25 946	21 831	84.14	2 885	46.84	9	6	13 013
	Highly skilled production (Levels 6-8)	10 465	8 485	81.08	1 010	16.40	10	7	9 174
	Highly skilled supervision (Levels 9-12)	1 973	1 619	82.06	200	3.25	10	7	2 847
	Senior Management (Levels 13-16)	146	109	74.66	33	0.54	4	3	386
	<b>Total</b>	<b>54 774</b>	<b>45 849</b>	<b>83.71</b>	<b>6 159</b>	<b>100.00</b>	<b>9</b>	<b>6</b>	<b>30 807</b>

**Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2016 to 31 December 2016**

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
All personnel	Lower skilled (Levels 1-2)	1 301	1 300	100	40	6	33	0	438
	Skilled (Levels 3-5)	2 729	2 722	100	63	10	43	1	1 269
	Highly skilled production (Levels 6-8)	14 990	14 889	99	371	56	40	1	14 832
	Highly skilled supervision (Levels 9-12)	8 277	8 264	100	189	29	44	1	12 096
	Senior Management (Levels 13-16)	0	0	0.00	0	0	0	0	0
	<b>Total</b>	<b>27 297</b>	<b>27 175</b>	<b>100</b>	<b>663</b>	<b>100</b>	<b>41</b>	<b>1</b>	<b>28 636</b>

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0	0	0	0
	Skilled (Levels 3-5)	57	57	100	4	1	14	0	37
	Highly skilled production (Levels 6-8)	13 802	13 716	99	344	65	40	1	13 813
	Highly skilled supervision (Levels 9-12)	7 842	7 829	100	185	35	42	1	11 532
	Senior Management (Levels 13-16)	0	0	0.00	0	0	0	0	0
	<b>Total</b>	<b>21 701</b>	<b>21 602</b>	<b>100</b>	<b>533</b>	<b>100</b>	<b>41</b>	<b>1</b>	<b>25 383</b>
Public service	Lower skilled (Levels 1-2)	1 301	1 300	100	40	31	33	0	438
	Skilled (Levels 3-5)	2 672	2 665	100	59	45	45	1	1 232
	Highly skilled production (Levels 6-8)	1 188	1 173	99	27	21	44	1	1 019
	Highly skilled supervision (Levels 9-12)	435	435	100	4	3	109	1	564
	Senior Management (Levels 13-16)	0	0	0.00	0	0	0	0	0
	<b>Total</b>	<b>5 596</b>	<b>5 573</b>	<b>100</b>	<b>130</b>	<b>100</b>	<b>43</b>	<b>1</b>	<b>3 253</b>

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

**Table 3.10.3 Annual Leave for the period 1 January 2016 to 31 December 2016**

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
All personnel	Lower skilled (Levels 1-2)	2 1049	11	1 928
	Skilled (Levels 3-5)	37 275	13	2 842
	Highly skilled production (Levels 6-8)	21 561	13	1 625
	Highly skilled supervision (Levels 9-12)	24 699	13	1 860
	Senior Management (Levels 13-16)	1 155	24	49
	<b>Total</b>	<b>105 739</b>	<b>13</b>	<b>8 304</b>
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	8	4	2
	Highly skilled production (Levels 6-8)	1 333	2	576
	Highly skilled supervision (Levels 9-12)	19 261	12	1 627
	Senior Management (Levels 13-16)	0	0	0
	<b>Total</b>	<b>20 602</b>	<b>9</b>	<b>2 205</b>
Public service	Lower skilled (Levels 1-2)	21 049	11	1 928
	Skilled (Levels 3-5)	37 267	13	2 840
	Highly skilled production (Levels 6-8)	20 228	19	1 049
	Highly skilled supervision (Levels 9-12)	5 438	23	233
	Senior Management (Levels 13-16)	1 155	24	49
	<b>Total</b>	<b>85 137</b>	<b>14</b>	<b>6 099</b>

Note:

- The annual leave entitlements and measures in respect of office-based educators make provision for office-based educators to qualify for annual leave of between 22 and 30 days per annum, based on the number of years of service. All institution-based educators are regarded as being on annual leave during institution closure periods.
- The above table excludes Public Service employees at schools.

**Table 3.10.4 Capped leave for the period 1 January 2016 to 31 December 2016**

Group	Salary Band	Total capped leave available as at 24 Dec 2015	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 24 Dec 2016	Total capped leave available as at 24 Dec 2016
All personnel	Lower skilled (Levels 1-2)	8 948	386	11	35	152	3 813
	Skilled (Levels 3-5)	77 061	5 056	107	47	1 272	71 268
	Highly skilled production (Levels 6-8)	261 570	19 251	823	23	4 680	222 795
	Highly skilled supervision (Levels 9-12)	471 035	35 714	1 362	26	6 614	428 830
	Senior Management (Levels 13-16)	2 788	485	4	121	22	2 533
	<b>Total</b>	<b>821 402</b>	<b>60 892</b>	<b>2 307</b>	<b>26</b>	<b>12 740</b>	<b>729 238</b>
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	1 174	132	5	26	13	781
	Highly skilled production (Levels 6-8)	216 445	15 841	752	21	3 938	181 165
	Highly skilled supervision (Levels 9-12)	464 803	35 330	1 358	26	6 523	423 016
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	<b>Total</b>	<b>682 422</b>	<b>51 303</b>	<b>2 115</b>	<b>24</b>	<b>10474</b>	<b>604 962</b>
Public service	Lower skilled (Levels 1-2)	8 948	386	11	35	152	3 813
	Skilled (Levels 3-5)	75 887	4 924	102	48	1 259	70 487
	Highly skilled production (Levels 6-8)	45 125	3 410	71	48	742	41 629
	Highly skilled supervision (Levels 9-12)	6 232	384	4	96	91	5 814
	Senior Management (Levels 13-16)	2 788	485	4	121	22	2 533
	<b>Total</b>	<b>138 980</b>	<b>9 589</b>	<b>192</b>	<b>50</b>	<b>2 266</b>	<b>124 275</b>

The following table summarise payments made to employees as a result of leave that was not taken.

**Table 3.10.5 Leave payouts for the period 1 April 2016 to 31 March 2017**

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2016/17 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2016/17	57 459	602	95
Current leave pay-outs on termination of service 2016/17	1 410	122	11
<b>Total</b>	<b>58 869</b>	<b>724</b>	<b>106</b>
Note * A nett total of 122 employees received annual leave pay-outs, 93 employees received both capped and current leave pay-outs.			



**3.11 HIV/AIDS & Health Promotion Programmes****Table 3.11.1 Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Educators and Support Staff (school nurses, cleaning staff, educators in laboratories, engineering and school secretaries)	Brochures with procedures to follow on occupational exposure. Each education institution has a health and safety committee.

**Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes**

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Director: Strategic People Management
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		The WCED has two specific programmes that focus on the HIV/AIDS Life Skills Orientation Programme (LSOP) and Employee Health and Wellness Programme (EHWP). These two programmes support each other in terms of training and advocacy. The WCED Employee Health & Wellness Programme has three officials responsible for this programme; 1x Deputy Director, 1 x Assistant Director, 1 x Human Resource Practitioner and 1 x Human Resource Clerk. Budget = R1 895 000
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	x		The programme was implemented to address health awareness, promote healthy lifestyles and to provide support to psycho-social challenges among employees. It is an Employee Health and Wellness Management Programme focusing on preventative measures, but also focusing amongst others, on HIV and AIDS, stress, financial management, relationships, legal, family matters, substance abuse, trauma and online- Care Service. These services are provided by the Independent Counselling Advisory Service (ICAS) health and wellness service providers to ensure confidentiality. This programme also addresses health and wellness issues of employees through the following aspects of consideration: <ul style="list-style-type: none"> <li>• Advocacy and Awareness to promote holistic wellbeing of employees.</li> <li>• Focusing on managers in order to do the necessary referrals of employees at risk.</li> <li>• Focusing on emerging psycho-social problem trends, inclusive of trauma incidences.</li> </ul> Hosted 45 Wellness days (Broad Health assessment) at Head office, district offices under performing schools and clusters, advocacy sessions , 25 employee information sessions and 8 trauma debriefing sessions ( 1 April 2016 – 31 March 2017).
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The Director: Strategic People Management established an EHW Advisory Committee during 2014. The Committee comprises of members from respective head office directorates, district managers and employee parties. Regular feedback and discussions are held during engagements with employee parties.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		The WCED implemented the Employee Health & Wellness Transversal policy of the Western Cape Government.

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	x		The WCED provides regular advocacy via Registry, WCED news bulletin and during wellness events to mainstream HIV and AIDS/STI and TB into core activities of the EHW Programme. The Department disseminates articles on TB, STIs, Healthy eating, Importance of exercising and HIV/AIDS to raise awareness and implement information sessions as well in districts, schools and head office and commemorate HIV and Aids events in line with Health Calendar. Create posters, flyers and booklets and exhibit health related information. Promote Human Rights with regards to HIV/AIDS/TB through articles and publish via Registry and WCED news bulletin. The WCED provides TB & HIV/AIDS testing to all employees in the sites whereby the target is 30% HCT coverage. Employees who are in need are also referred for pre and post counselling. The department is cognisant about the employees who are affected and infected by HIV, referred them to the Employee Health and Wellness Programme for effective support and care whilst others preferred to use private practitioners for confidentiality purposes..
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	x		HIV Counselling Testing (HCT) is integrally part of health screenings conducted in conjunction with Health and Wellness Days. The targeted number of employees to be tested for WCED was 11 792, however only 3823 employees were tested. According to the statistics for 1 April 2016 – 31 March 2017, 12 males and 17 females tested positive for HIV/Aids. Participation to the programme is voluntary. They were all referred to EWP for support and care.
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.			Distribute communication to WCED employees situated at Head Office, District offices and Institutions. Market Employee Health and Wellness Programme extensively via Registry and WCED news bulletin. This is integrated with Health Calendar of the Department of Health. In districts where the trends in terms of stress/depression, relationship issues and organisational issues are higher, targeted interventions are communicated with managers of the specific district/school. This is conducted through health and wellness articles/newsflash and as per need driven. Monthly and quarterly reports are received from the Employee Health and Wellness service provider indicating the utilisation of the services offered. The department source the sick leave data on Persal . Conduct employee health and productivity trend analyses in order to timeously guide managers and identify risks that could impact on the functioning of the department. 4 Approved Health and Productivity reports and approved trends articles tailor made for each district. The objective is also to reduce absenteeism within the organisation. Arrange Training interventions on the following programmes: <ul style="list-style-type: none"> <li>• Onsite counselling</li> <li>• Financial training</li> <li>• Resilience for employees</li> <li>• Substance Abuse</li> <li>• Trauma Management</li> <li>• Conflict &amp; Relationship management training</li> <li>• Stress and work balance</li> <li>• Planning for retirement</li> </ul>
9. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.			

### 3.12 Labour Relations

**Table 3.12.1 Collective agreements for the period 1 April 2016 to 31 March 2017**

Total number of Collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

**Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2016 to 31 March 2017**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	9	1.2
Verbal warning	3	0.4
Written warning	12	1.6
Final written warning	372	50.3
Suspension without pay	63	8.5
Fine	201	27.2
Demotion	0	0
Dismissal/ Abscondence	64	8.6
Not guilty	15	2
Case withdrawn	1	0.2
Total	740	100.00

Note: Outcomes of disciplinary hearings refer to formal cases only.

**Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2016 to 31 March 2017**

Type of misconduct	Number	% of total
Theft, bribery, fraud or act of corruption in regard to examinations	1	0.2
Sexual assault on learner	8	1.5
Sexual assault on other employee	3	0.5
Sexual relationship with learner of the same school	1	0.2
Serious assault with intention to cause grievous bodily harm to a learner or student	2	0.4
Serious assault with intention to cause grievous bodily harm to another employee	0	0
Illegal possession of an intoxicating illegal or stupefying substance	0	0
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	8	1.5
Wilfully or negligently mismanages the finances of the State	23	4.3
Misuse of state property	6	1.1
Unjustifiably prejudices the administration, discipline or efficiency of the Department	5	1.0
Misuses his or her position in the Department of Education to promote or to prejudice the interests of any person	1	0.2
Accepts second employment and / or compensation without written approval from the Employer	0	0.0
Fails to carry out a lawful order and / or routine instruction	15	2.8
Absenteeism	26	4.8
Discrimination	2	0.4
Poor performance, for reasons other than incapacity	15	2.7
While on duty, is under the influence of intoxicating substance	4	0.7
Improper, disgraceful and unacceptable conduct	73	13.5
Assaults, or attempt to or threatens to assault	192	35.6
Victimisation and / or intimidation	1	0.2
Give false statements or evidence in the execution of duties, and / or falsification of records	0	0.0
Unlawful industrial action	116	21.5
Common law or statutory offence (theft, fraud and corruption)	12	2.2
Dishonesty	1	0.2
Abscondment	24	4.5
Total	539	100.00

Note: The number of all reported and finalised cases dealt with for the period 1 April 2016 -31 March 2017 is 982.

**Table 3.12.4 Grievances logged for the period 1 April 2016 to 31 March 2017**

Grievances lodged	Number	% of Total
Number of grievances resolved	136	44.8
Number of grievances not resolved	167	55.2
Total number of grievances lodged	303	100.00

Note: Grievances lodged refers to cases that were finalised within the reporting period.

**Table 3.12.5 Disputes logged with Councils for the period 1 April 2016 to 31 March 2017**

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	8	9.6
Number of disputes dismissed	75	90.4
Total number of disputes lodged	83	100.00

Note: Councils refer to the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sector Bargaining Council (GPSSBC) and Education Labour Relations Council (ELRC).

**Table 3.12.6 Strike actions for the period 1 April 2016 to 31 March 2017**

Strike actions	Number
Total number of person working days lost	630
Total cost (R'000) of working days lost	451 130.27
Amount (R'000) recovered as a result of no work no pay	451 130.27

**Table 3.12.7 Precautionary suspensions for the period 1 April 2016 to 31 March 2017**

Precautionary suspensions	Number
Number of Public Servants suspended	6
Number of Educators suspended	17
Number of public servants whose suspension exceeded 30 days	6
Number of educators whose suspension exceeded 90 days	12
Average number of days suspended	113.96
Cost (R'000) of suspensions	2 754 372.40

Note: Precautionary suspensions refer to staff being suspended with pay whilst the case is being investigated.

### 3.13 Skills development

This section highlights the efforts of the department with regard to skills development.

**Table 3.13.1 Training needs identified for the period 1 April 2016 to 31 March 2017**

Occupational Categories	Gender	Number of employees as at 1 April 2016	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 091	0	2 490	0	2 490
	Male	3 131	0	2 829	0	2 829
Professionals	Female	17 111	0	12 897	0	12 897
	Male	10 395	0	10 786	0	10 786
Technicians and associate professionals	Female	36	0	64	0	64
	Male	29	0	12	0	12
Clerks	Female	2 104	0	1 029	0	1 029
	Male	512	0	1 121	0	1 121
Service and sales workers	Female	454	0	167	0	167
	Male	395	0	54	0	54
Skilled agriculture and fishery workers	Female	0	0	16	0	16
	Male	0	0	4	0	4
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	8	0	4	0	4
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 216	0	193	0	193
	Male	2 021	0	343	0	343
Sub Total	Female	24 012	0	16 856	166	16 856
	Male	16 491	0	15 205	97	15 205
Total		40 503	0	32 061	263	32 061
Employees with disabilities**	Female					
	Male					

Note:

\*There is no alignment between the Organising Framework for Occupations (OFO) reported to the SETAs and the occupation categories listed under the Code of Remuneration (CORE). The Department has aligned the CORE occupation categories with the OFO occupation categories for reporting purposes in respect of the number of employees.

\*\*Disability breakdown cannot be provided as the PSETA Quarterly Monitoring Report, Annual Training Report and the Work Skills Plan does not accommodate a breakdown between female and male. The above mentioned reports only stipulate total disability.

**Table 3.13.2 Training provided for the period 1 April 2016 to 31 March 2017**

Occupational Categories	Gender	Number of employees as at 31 March 2017	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 193	0	2 254	0	2 254
	Male	3 609	0	2 686	0	2 686
Professionals	Female	18 935	0	12 057	0	12 057
	Male	6 439	0	4 904	0	4 904
Technicians and associate professionals	Female	151	0	141	0	141
	Male	116	0	84	0	84
Clerks	Female	2 141	0	794	0	794
	Male	422	0	232	0	232
Service and sales workers	Female	1 094	0	10	0	10
	Male	231	0	2	0	2
Skilled agriculture and fishery workers, craft and related trades workers	Female	2	0	1	0	1
	Male	23	0	0	0	0
Plant and machine operators and assemblers	Female	3	0	0	0	0
	Male	38	0	11	0	11
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 269	0	146	0	146
	Male	2 557	0	296	0	296
Sub Total	Female	26 788	0	15 403	0	15 403
	Male	13 435	0	8 215	0	8 215
Total		40 223	0	23 618	0	23 618
Employees with disabilities*	Female					
	Male					

Note:  
\*Disability breakdown cannot be provided as the PSETA Quarterly Monitoring Report, Annual Training Report and the Work Skills Plan does not accommodate a breakdown between female and male. The above mentioned reports only stipulate total disability.

### 3.14 Injury on duty

The following tables provide basic information on injury on duty.

**Table 3.14.1 Injury on duty for the period 1 April 2016 to 31 March 2017**

	All Personnel			Educators		
	Nature of injury on duty	Number	% of total	Nature of injury on duty	Number	% of total
	Required basic medical attention only:	67	89.33			
	Back Injury	9	12.00	Wrist	5	6.67
	Ankle	6	8.00	Finger/Thumb	6	8.00
	Foot	2	2.67	Head	4	5.33
	Chest	2	2.67	Hand	3	4.00
	Shoulder	4	5.33	Body	3	4.00
	Arm	3	4.00	Abdomen	1	1.33
	Eye	1	1.33	Hip	1	1.33
	Neck	1	1.33	Soft Tissue	1	1.33
	Leg Injury	6	8.00	Traumatic Amputation	0	0.00
	Knee	9	12.00			
	Temporary disablement	8	10.67			
	Ankle	1	1.33	Leg Injury	1	1.33
	Back Injury	1	1.33	Finger/Thumb	1	1.33
	Knee	1	1.33	Traumatic Amputation	1	1.33
	Shoulder	1	1.33	Head	1	1.33
	Permanent disablement	0	0.00			
	Fatal	0	0.00			
	Total	75	100.00			
	Percentage of total employment		0.18			
	Educators			Educators		
	Nature of injury on duty	Number	% of total	Nature of injury on duty	Number	% of total
	Required basic medical attention only:	33	84.62			
	Back Injury	4	10.26	Wrist	2	5.13
	Ankle	3	7.69	Finger/Thumb	5	12.82
	Foot	1	2.56	Head	2	5.13
	Chest	1	2.56	Hand	2	5.13
	Shoulder	2	5.13	Body	2	5.13
	Arm	2	5.13	Abdomen	1	2.56
	Eye	0	0.00	Hip	0	0.00
	Neck	0	0.00	Soft Tissue	0	0.00
	Leg Injury	1	2.56	Traumatic Amputation	0	0.00
	Knee	5	12.82			
	Temporary disablement	6	15.38			
	Ankle	1	2.56	Leg Injury	0	0.00
	Back Injury	1	2.56	Finger/Thumb	0	0.00
	Knee	1	2.56	Traumatic Amputation	1	2.56
	Shoulder	1	2.56	Head	1	2.56
	Permanent disablement	0	0.00			
	Fatal	0	0.00			
	Total	39	100.00			
	Percentage of total employment	0.10				

	Nature of injury on duty	Number	% of total	Nature of injury on duty	Number	% of total
All Personnel	Required basic medical attention only:	34	94.44			
	Back Injury	5	13.89	Wrist	3	8.33
	Ankle	3	8.33	Finger/Thumb	1	2.78
	Foot	1	2.78	Head	2	5.56
	Chest	1	2.78	Hand	1	2.78
	Shoulder	2	5.56	Body	1	2.78
	Arm	1	2.78	Abdomen	0	0.00
	Eye	1	2.78	Hip	1	2.78
	Neck	1	2.78	Soft Tissue	1	2.78
	Leg Injury	5	13.89	Traumatic Amputation	0	0.00
	Knee	4	11.11			
	Temporary disablement	2	5.56			
	Ankle	0	0.00	Leg Injury	1	2.78
	Back Injury	0	0.00	Finger/Thumb	1	2.78
	Knee	0	0.00	Traumatic Amputation	0	0.00
	Shoulder	0	0.00	Head	0	0.00
	Permanent disablement	0	0.00			
	Fatal	0	0.00			
	Total	36	100.00			
	Percentage of total employment		0.09			



### 3.15 Utilisation of Consultants

The following tables relate information on the utilisation of consultants in the department. In terms of the Public Service Regulations "consultant" means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- (a) The rendering of expert advice;
- (b) The drafting of proposals for the execution of specific tasks; and
- (c) The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

**Table 3.15.1 Consultant appointments using appropriated funds for the period 1 April 2016 to 31 March 2017**

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: work days/ hours	Contract value in Rand	Total number of projects	Total individual consultants	BBBEE level
Not applicable									

**Table 3.15.2 Consultant appointments using Donor funds for the period 1 April 2016 to 31 March 2017**

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: work days/ hours	Contract value in Rand	Total number of projects	Total individual consultants	BBBEE level
Not applicable									

**Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2016 to 31 March 2017**

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
Not applicable			
Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
Not applicable			

**Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2016 to 31 March 2017**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Not applicable			