



Western Cape  
Government

Education



# Customer Satisfaction Survey Report 2018

# CONTENTS

<b>1</b>	<b>Executive Summary</b>	<b>2</b>
<b>2</b>	<b>The 2018 Survey</b>	<b>6</b>
	Introduction	
<b>3</b>	<b>The Respondents</b>	
3.1	The Schools	6
3.2	Responses per Education District	6
3.3	Respondents per job-title	7
3.4	Respondents per Years of Experience	7
3.5	Frequency of Services Used	8
<b>4</b>	<b>Overall Responses</b>	<b>9</b>
4.1	Service Levels	
4.1.1	Communication: Support Centres and Enquiries	9
4.1.2	Support by Head Office and ED Offices	10
4.1.3	Specialised Education	11
4.1.4	Educator Training, LitNum Support & Assessments	11
4.1.5	HR, Finance, CEMIS Support & Communication	12
4.1.6	LTSM, Infrastructure & Equipment/Furniture	13
4.1.7	Social Support: Nutrition, LTS, MOD Centres and HIV/Aids	13
4.2	Responses to elements of the Head-Office Service Delivery Charter	14
4.3	Rating Service Levels of <b>Head Office</b> – by School Type	14
4.4	Rating Service Levels of <b>Education District Offices</b> – by School Type	15
4.5	Differences between the Ratings of Rural and Metro Schools	15
4.6	Differences between Ratings of Service Levels – per Years of Experience	16
4.7	Responses per Job Type – Selected Items	16
<b>5</b>	<b>Feedback/Comments</b>	<b>18</b>
	Summary of Survey Elements with Highest Response Rates	
	Random Selection of Comments	
<b>6</b>	<b>Concluding Comments</b>	<b>19</b>
	<b>Annexure A: Summary- per Municipality</b>	<b>20</b>
	<b>Annexure B: Summary of overall responses to the CSS – 2016 to 2018</b>	<b>21</b>
	<b>Annexure C: Ratings Over Years – Selected Categories</b>	<b>22</b>
	<b>Annexure D: The Customer Satisfaction Survey of 2018</b>	<b>25</b>

## CUSTOMER SATISFACTION SURVEY 2018

### 1. Executive Summary

The 2018 Customer Satisfaction Survey (CSS) was completed by 1092 (72.4%) of the 1509 of public ordinary and special schools. A total of **5394** staff members at the institutions completed the survey. As in previous years, the CSS was made available on the Centralised Education Management Information System (CEMIS) and educators and public servants invited to complete it. In brief: the CSS surveyed (i) how frequently certain services, offered by education districts (EDs) and head office (HO), were used by school staff, and (ii) how they perceived the level of the different services offered by District and Head Office staff.

#### 1.1. Responses - the responses summarised:

<b>Table 1: Public Ordinary &amp; Special Schools - CSS 2018</b>				
<b>District</b>	<b>Tot. Schools</b>	<b>Schools Responding</b>	<b>% Resp.</b>	<b>Staff Responding</b>
Cape Winelands	282	263	<b>93.3%</b>	1271
Eden & Central Karoo	203	198	<b>97.5%</b>	898
Metro Central	216	180	<b>83.3%</b>	804
Metro East	188	129	<b>68.6%</b>	658
Metro North	199	78	<b>39.2%</b>	528
Metro South	210	71	<b>33.8%</b>	459
Overberg	85	78	<b>91.8%</b>	294
West Coast	126	95	<b>75.4%</b>	482
<b>Grand Total</b>	<b>1509</b>	<b>1092</b>	<b>72.4%</b>	<b>5394</b>

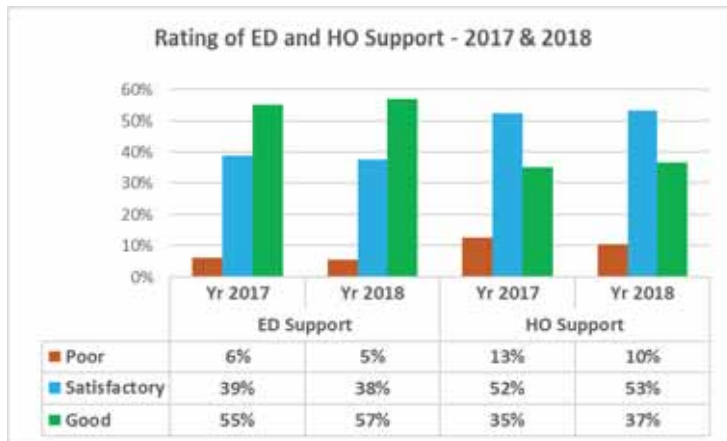
The schools within Metros North and South show a notable lower rate of participation which may affect the overall picture – conclusions and recommendations, especially for schools in the City that seem to have their own set of challenges.

#### 1.2. Respondents by Post Level:

<b>Table 2: Post levels - CSS 2018</b>	
<b>Position</b>	<b>Resp.'s</b>
Admin Staff	757
Deputy Principal	482
Educator	2078
HoD	827
Other	77
Principal	891
Senior Educator	282
<b>Grand Total</b>	<b>5394</b>

1.3. The overall responses to the services rendered by EDs and HO are as follows:

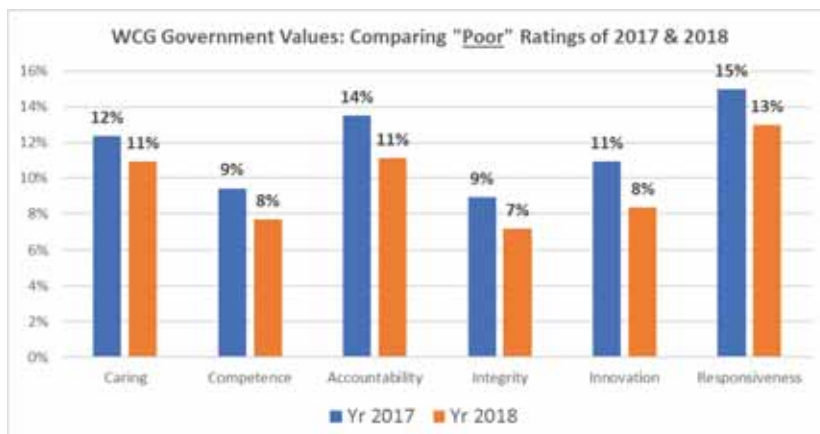
Rating	Year 2017		Year 2018	
	ED Support	HO Support	ED Support	HO Support
Poor	6%	13%	5%	10%
Satisfactory	39%	52%	38%	53%
Good	55%	35%	57%	37%



The rating of how schools perceive the support from EDs has improved from 94% to 95% (satisfactory and good), while the rating of H/O services has improved from 87% to 90% (satisfactory and good). As in previous years, schools rate the services of district offices more positively than for H/O.

1.4 The values of the Provincial Government of the Western Cape: How school personnel perceives **the WCED living out those values**

Although marginal in difference, there has been a decrease in the perception of a poor display of the values, as evident in the graph below. It can be inferred that there is an improvement in the perception that the WCED is living out its values.



## 1.5 Summary of Frontline Services

Item	Year 2016			Year 2017			Year 2018		
	Poor	Satisfact.	Good	Poor	Satisfact.	Good	Poor	Satisfact.	Good
Call Centre	7%	53%	40%	9%	44%	46%	6%	52%	41%
Walk-In Centre	4%	56%	40%	6%	28%	66%	4%	57%	39%
Safe Schools	17%	50%	33%	11%	52%	37%	17%	51%	32%
Website	3%	37%	59%	5%	43%	52%	5%	43%	53%
Teleph. Response	14%	50%	36%	17%	49%	34%	15%	48%	36%
Written Response	25%	51%	24%	25%	50%	25%	22%	51%	27%
HO Support	8%	53%	39%	13%	52%	35%	10%	53%	37%
ED Office Support	4%	37%	59%	6%	39%	55%	5%	38%	57%
Finances	8%	51%	41%	9%	47%	44%	9%	49%	42%
HR Support	12%	52%	36%	14%	50%	36%	14%	53%	33%
CM Support	3%	31%	66%	5%	34%	61%	5%	32%	63%

The only frontline service that illustrates regression from 2017 to 2018 was Safe Schools, while HR-Finance – CM support maintained their delivery ratings (Satisfactory and Good).

## 1.6 Highlights of Ratings

The following attracted the most positive responses (*here used all “Good” ratings 50% and above*):

Element	Poor	Satisfact.	Good
WCED Website	5%	43%	53%
CM Support	5%	32%	63%
Training at CTLI	6%	44%	50%
NSNP support	6%	33%	61%
Admin of 3, 6 & 9	5%	43%	52%
CEMIS support	5%	42%	53%
ED Office support	5%	38%	57%

In contrast, the following elements received more negative ratings (*these are “Poor” ratings 20% and above*):

Element	Poor	Satisfact.	Good
Written queries	22%	51%	27%
Progress reports of queries lodged	24%	53%	22%
Apologise for errors	23%	52%	25%
Specialised support: psychologists	22%	45%	33%
Infrastr. and maintenance support	27%	48%	25%
Furn. & equipment supply	21%	51%	28%

Although the rating for queries in writing is rather poor, many did not comment to justify their rating. The few that commented generally were discontented that responses often take unusually long or

they get no response at all. Note that there is also a good number of compliments for what is perceived as effective service.

Three of the worst-rated services, i.e. “Written queries”, “Progress reports of queries lodged”, and “Apologise for errors” are part of the WCED service charter’s complaints mechanism. These require a special focus, if we wish to the service levels, and by implication improve the ratings. Also, the appropriate management of the complaints mechanism within the department is a DPSA legislative requirement. An IT system in support thereof is suggested.

1.7 Comments

With respondents provided space to comment on every single item, many were received. Safe to say that the positive comments far outnumber the complaints (27% complaints vs 40% compliments. Frontline services, like telephones and written communication should be allocated additional focus to address issues raised by school staff. The simple fact is that all services should be readily available to any client and a structured set of rules be faithfully observed to ensure best delivery.

1.8 Concluding Comments

Overall comments
<ol style="list-style-type: none"> <li>1. <b>Response Rate:</b> there was a slight increase from 72% to 72.4% in the number of schools responding. The number of respondents have, however, dropped from 5,644 to 5,394 (4%).</li> <li>2. <b>Rating Head Office:</b> “Good” ratings have increased from 87% to 90%. There are many compliments for staff that deliver friendly and efficient service, some mentioned by name.</li> <li>3. <b>Rating Education District Offices:</b> they have retained a high rate for good servicing, increasing from 94%-95%. Much is said of the willing, keen and supportive spirit of district staff.</li> <li>4. <b>Living out the Values of the Western Cape Government:</b> in ALL values there had been an increase, a very positive sign!</li> <li>5. <b>Recurring Issues:</b> written and telephonic responses, although marginally improved, still attract poor ratings in the region of 15%. Infrastructure maintenance and furniture and equipment support also have an average poor rating of 20%</li> <li>6. <b>Positives:</b> there are many compliments for services from district offices and head office, and it is clear that colleagues appreciate promptness and friendliness, and if given feedback on time, they accept that some processes take time.</li> </ol>

\*\*\*\*\*

## 2. THE 2018 CUSTOMER SATISFACTION SURVEY

### Introduction

The Customer Satisfaction Survey (CSS) has been conducted annually since 2009 and serves as means for school staff to (i) rate, and (ii) comment on the services rendered by Education District (ED) offices and Head Office (HO). All public schools are invited to respond to the survey that is made available on the Centralised Education Management Information System (CEMIS).

The CSS is an important exercise in evaluating service levels and planning fruitful interventions. As in the previous year, the report is divided into three sections: (1) the profile of respondents, (2) the detailed overall ratings, and (3) comments of the respondents.

## 3. The Respondents

### 3.1 The Schools: ALL public schools were invited to respond.

School Type	Period	Total Schools	Actual <u>Schools</u> Responding	Actual <u>Respondents</u>	% Schools Responding
LSEN	Yr 2016	68	27	102	39.7%
	Yr 2017	64	38	238	59.4%
	Yr 2018	68	40	214	58.8%
Primary School	Yr 2016	1076	681	2286	63.3%
	Yr 2017	1064	789	3960	74.2%
	Yr 2018	1063	798	3841	75.1%
Secondary School	Yr 2016	374	210	743	56.1%
	Yr 2017	376	250	1446	66.5%
	Yr 2018	378	254	1339	67.2%
Grand Total	Yr 2016	1518	918	3131	60.5%
	Yr 2017	1504	1077	5644	71.6%
	Yr 2018	1509	1092	5394	72.4%

### 3.2 Responses per Education District

District	CSS 2017 Schools	2017 Responses	2017 % Responses	2017 Respondents	CSS 2018 Schools	2018 Responses	2018 % Responses	2018 Respondents
Cape Winelands	282	225	79.8%	1120	282	263	93.3%	1271
Eden & Central K	203	182	89.7%	875	203	198	97.5%	898
Metro Central	214	120	56.1%	694	216	180	83.3%	804
Metro East	185	172	93.0%	1031	188	129	68.6%	658
Metro North	198	117	59.1%	647	199	78	39.2%	528
Metro South	208	104	50.0%	564	210	71	33.8%	459
Overberg	86	83	96.5%	335	85	78	91.8%	294
West Coast	128	74	57.8%	378	126	95	75.4%	482
Grand Total	1504	1077	71.6%	5644	1509	1092	72.4%	5394



### 3.3 Respondents per job-title

Job Title	Yr 2016	Yr 2016 % of ALL	Yr 2017	Yr 2017 % of ALL	Yr 2018	Yr 2018 % of ALL
Principal	722	23%	<b>876</b>	<b>16%</b>	<b>891</b>	<b>17%</b>
Deputy Principal	360	11%	<b>493</b>	<b>9%</b>	<b>482</b>	<b>9%</b>
HOD	541	17%	<b>901</b>	<b>16%</b>	<b>827</b>	<b>15%</b>
Senior Educator	191	6%	<b>326</b>	<b>6%</b>	<b>282</b>	<b>5%</b>
Educator	885	28%	<b>2360</b>	<b>42%</b>	<b>2078</b>	<b>39%</b>
Other	432	14%	<b>688</b>	<b>12%</b>	<b>834</b>	<b>15%</b>
	<b>3131</b>	<b>100%</b>	<b>5644</b>	<b>100%</b>	<b>5394</b>	<b>100%</b>

In total 1092 schools responded to the 2018 CSS, with 891 principals (82%) participating. The total of 891 principals is 59% of principals at all public schools, and perhaps below the response rate we would want from school managers. We should consider stronger advocacy in respect of having the school management team participating.

### 3.4 Respondents per Years of Experience

Experience Category	Yr 2016	Yr 2016 % of ALL	Yr 2017	Yr 2017 % of ALL	Yr 2018	Yr 2018 % of ALL
Less than 5 years	421	13%	<b>839</b>	<b>15%</b>	823	15%
5 - 10 years	462	15%	<b>982</b>	<b>17%</b>	1003	19%
11 - 19 years	492	16%	<b>941</b>	<b>17%</b>	900	17%
20 - 30 years	1134	36%	<b>1909</b>	<b>34%</b>	1675	31%
More than 30 years	622	20%	<b>973</b>	<b>17%</b>	993	18%
<b>Grand Total</b>	<b>3131</b>	<b>100%</b>	<b>5644</b>	<b>100%</b>	<b>5394</b>	<b>100%</b>

An important deduction drawn from the table above is that our institutional staff is an aging group of employees. Do we adequately address the potential exit of experienced staff and their respective specialisations and contributions towards the schools and or Education?



### 3.5 Frequency of Services Used

This section covers the frequency of utilising the services made available by Head Office and the District Offices. The responses for the period 2016-2018 are summarised below.

No	Area	Period	Never	1 - 2 times	3 - 5 times	6 - 10 times	11 + times
1.	Visited the walk-in/visitors' centre at Head Office	2016	57%	22%	11%	4%	5%
		2017	59%	22%	10%	4%	4%
		2018	59%	23%	10%	4%	3%
2.	Called the WCED Call Centre	2016	26%	21%	18%	11%	24%
		2017	32%	23%	17%	10%	18%
		2018	28%	24%	18%	11%	19%
3.	Telephoned an official at Head Office	2016	24%	22%	17%	12%	24%
		2017	33%	24%	16%	9%	18%
		2018	30%	24%	17%	9%	19%
4.	Telephoned an official at the District Office	2016	18%	17%	18%	14%	33%
		2017	27%	20%	17%	12%	25%
		2018	24%	20%	18%	12%	27%
5.	Consulted the WCED website	2016	9%	13%	17%	17%	45%
		2017	12%	16%	21%	17%	34%
		2018	12%	17%	21%	16%	35%

On average 58% of participants (last 3 years) indicated that they “Never visited the Walk-in centre of Head-office”. Would this figure remain constant, if WCED replicate a walk-in centre within each Education District office? Or would it indicate that WCED wishes to be more accessible to its clients? What is the profile of clients that “Never visit the walk-in centre”? The profile should corroborate with the statistics, specifically the reasons for majority of clients visits to the walk-in centre. Are we offering the walk-in centre service in accordance with the needs of the clients or is the contact with HR staff duplicated when specific “back-office” issues need to be resolved?

Fewer participant on average over the last 3 years Never “Telephoned an official at the District Office” (23%) vs “Telephoned an official at Head Office” (29%). This supports the fact that education District office services are rated better than the Head-office services?

Can we identify the profile of the 11% participants on average (last 3 years) that never “consulted the WCED website”?

## 4. Overall Responses

In the survey, respondents could select ratings from one of the following:

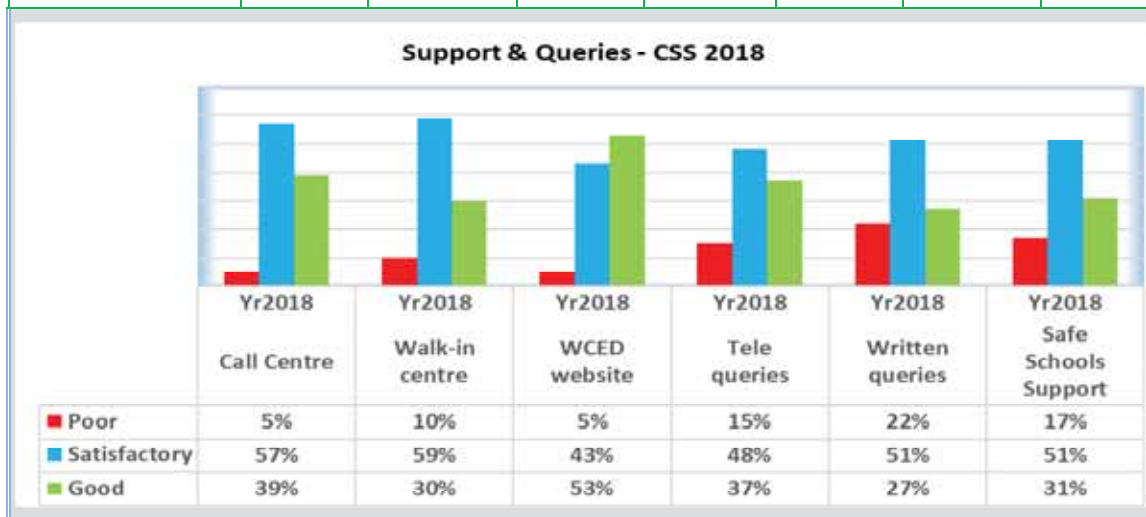
(i) Exceptionally Poor; (ii) Poor; (iii) Satisfactory; (iv) Good; (v) Excellent.

### 4.1 Service Levels

#### 4.1.1 Communication: Support Centres and Enquiries

Table 12: Responses – Support to schools and communication to Head and ED Offices

Question	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Grand Total
WCED call centre [corporate (personnel & finance) matters]	Yr2016	1%	6%	53%	34%	6%	100%
	Yr2017	2%	6%	53%	34%	6%	100%
	<b>Yr2018</b>	<b>2%</b>	<b>3%</b>	<b>57%</b>	<b>35%</b>	<b>4%</b>	<b>100%</b>
WCED walk-in centre (corporate and exam matters)	Yr2016	1%	3%	56%	34%	6%	100%
	Yr2017	1%	3%	56%	34%	6%	100%
	<b>Yr2018</b>	<b>4%</b>	<b>6%</b>	<b>59%</b>	<b>28%</b>	<b>2%</b>	<b>100%</b>
WCED website	Yr2016	0%	3%	37%	49%	10%	100%
	Yr2017	1%	4%	43%	46%	7%	100%
	<b>Yr2018</b>	<b>1%</b>	<b>4%</b>	<b>43%</b>	<b>46%</b>	<b>7%</b>	<b>100%</b>
Response to telephonic enquiries	Yr2016	2%	12%	50%	31%	4%	100%
	Yr2017	3%	13%	49%	31%	4%	100%
	<b>Yr2018</b>	<b>3%</b>	<b>12%</b>	<b>48%</b>	<b>33%</b>	<b>4%</b>	<b>100%</b>
Response to written enquiries	Yr2016	5%	20%	51%	22%	2%	100%
	Yr2017	6%	19%	50%	22%	3%	100%
	<b>Yr2018</b>	<b>5%</b>	<b>17%</b>	<b>51%</b>	<b>24%</b>	<b>3%</b>	<b>100%</b>
Safe Schools Support	Yr2016	4%	14%	50%	29%	4%	100%
	Yr2017	4%	14%	49%	29%	4%	100%
	<b>Yr2018</b>	<b>4%</b>	<b>13%</b>	<b>51%</b>	<b>28%</b>	<b>3%</b>	<b>100%</b>



All service areas illustrate marginal improvement comparing 2016 and 2018 responses; the WCED website remained constant at 96% (Satisfactory to Excellent ratings) except for “WCED walk-in centre (corporate and exam matters)” which shows regression from 96% to 89%. What are the

reasons for this regression considering on average 58% of 2018 CSS participants indicated that they never “visited the walk-in centre”?

4.1.2 Support by Head Office and ED Offices

Table 13: Support by Head Office and ED Managers

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
Head Office	Yr2016	2%	7%	53%	35%	4%
	Yr2017	2%	10%	52%	32%	3%
	Yr2018	2%	8%	53%	33%	3%
Education District Offices	Yr2016	0%	3%	37%	49%	10%
	Yr2017	1%	5%	39%	45%	10%
	Yr2018	1%	4%	38%	47%	10%
Curriculum School Visit Support	Yr2016	1%	6%	41%	44%	8%
	Yr2017	2%	7%	42%	42%	8%
	Yr2018	2%	6%	43%	42%	8%
CM Support	Yr2016	0%	3%	31%	46%	20%
	Yr2017	2%	4%	34%	43%	18%
	Yr2018	1%	3%	32%	43%	20%

	Yr2018 Head Office	Yr2018 Education District Offices	Yr2018 School Visit Support	Yr2018 CM Support
Poor	10%	5%	8%	4%
Satisfactory	53%	38%	43%	32%
Good	36%	57%	50%	63%

On average over the last 3 years’ participants of the CSS rated the Support by Head-Office and Education District Offices’ services (satisfactory to Excellent) in the following ranking order:

1. CM Support = 96%
2. Education District Offices = 95%
3. Curriculum School Visit Support = 93%
4. Head Office = 89%

## 4.1.3 Specialised Education

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
SE Needs Support Social Worker	Yr2016	5%	17%	47%	26%	4%
	Yr2017	6%	18%	46%	26%	5%
	Yr2018	4%	15%	47%	29%	5%
SE Needs Support Psychologists	Yr2016	6%	20%	44%	25%	4%
	Yr2017	7%	20%	44%	24%	4%
	Yr2018	5%	17%	45%	28%	5%
Learning Support Advisor: visits to schools	Yr2016	2%	8%	43%	40%	7%
	Yr2017	2%	8%	42%	40%	8%
	Yr2018	2%	6%	43%	42%	8%
Learning Support Teacher: support to learners	Yr2016	3%	9%	45%	35%	7%
	Yr2017	3%	9%	42%	38%	8%
	Yr2018	2%	7%	43%	39%	8%
Support to SBST	Yr2016	4%	18%	50%	25%	4%
	Yr2017	4%	17%	50%	27%	3%
	Yr2018	3%	13%	51%	29%	4%

On average over the last 3 years' participants of the CSS rated the Specialised Education services (Satisfactory to Excellent) in the following ranking order:

1. Learning Support Advisor: visits to schools = 91%;
2. Learning Support Teacher: support to learners = 88%;
3. Support to SBST = 81%;
4. SE Needs Support Social Worker = 78% and
5. SE Needs Support Psychologists = 74%.

## 4.1.4 Educator Training, LitNum Support &amp; Assessments

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
Educator Training at the CTLI	Yr2016	1%	4%	42%	44%	9%
	Yr2017	2%	6%	44%	39%	8%
	Yr2018	1%	5%	44%	41%	9%
Admin of Assessments/ Exams	Yr2016	1%	5%	49%	39%	5%
	Yr2017	2%	8%	50%	36%	4%
	Yr2018	2%	6%	49%	37%	5%
Administration of Gr 3, 6 & 9 Testing*	Yr2016	1%	4%	42%	45%	8%
	Yr2017	2%	6%	44%	42%	6%
	Yr2018	1%	4%	43%	44%	8%
Language and Mathematics Strategy Support*	Yr2016	1%	8%	49%	37%	5%
	Yr2017	2%	8%	49%	36%	5%
	Yr2018	2%	7%	51%	35%	5%
Matric Support Programme	Yr2016	1%	6%	47%	39%	7%
	Yr2017	3%	7%	48%	36%	6%
	Yr2018	4%	7%	49%	35%	6%
E-Learning Strategy Support	Yr2016	3%	12%	56%	26%	2%
	Yr2017	4%	13%	51%	29%	3%
	Yr2018	3%	11%	53%	30%	3%

**Table 15:** On average over the last 3 years' participants of the CSS rated the Educator Training, LitNum Support & Assessments services (Satisfactory to Excellent) in the following ranking order:

1. Administration of Gr 3, 6 & 9 Testing = 94%;
2. Educator Training at the CTLI = 93.3%
3. Language and Mathematics Strategy Support = 91.3%;
4. Matric Support Programme = 91%;
5. Language and Mathematics Strategy Support = 90.7%;
6. E-Learning Strategy Support = 84.3%

#### 4.1.5 HR, Finance, CEMIS and Communication

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
HR Management Support	Yr2016	2%	10%	52%	33%	3%
	Yr2017	4%	11%	53%	29%	3%
	Yr2018	3%	10%	53%	30%	3%
E-Recruitment Management	Yr2016	3%	10%	55%	29%	3%
	Yr2017	3%	9%	52%	32%	4%
	Yr2018	3%	7%	53%	33%	4%
Admin & Financial Management Support	Yr2016	2%	6%	51%	37%	5%
	Yr2017	3%	8%	49%	36%	5%
	Yr2018	2%	6%	49%	37%	5%
E Info Management CEMIS Support	Yr2016	0%	3%	37%	48%	12%
	Yr2017	1%	4%	40%	45%	10%
	Yr2018	1%	3%	42%	44%	9%
Communication Schools	Yr2016	1%	5%	43%	44%	7%
	Yr2017	1%	6%	43%	43%	7%
	Yr2018	1%	6%	45%	41%	7%
Online system for Learner Placement	Yr2016	1%	7%	49%	37%	6%
	Yr2017	2%	7%	51%	35%	4%
	Yr2018	2%	6%	52%	36%	4%
Administration of Salaries matters	Yr2016	2%	7%	41%	41%	9%
	Yr2017	2%	8%	41%	40%	9%
	Yr2018	2%	7%	42%	40%	9%
Admin of service conditions	Yr2016	2%	8%	49%	37%	4%
	Yr2017	3%	9%	52%	33%	4%
	Yr2018	3%	7%	54%	33%	4%
Admin of Employee Relations	Yr2016	2%	8%	58%	29%	3%
	Yr2017	3%	10%	58%	27%	3%
	Yr2018	3%	9%	57%	28%	3%
Staff Performance Systems	Yr2016	1%	6%	48%	39%	6%
	Yr2017	2%	7%	49%	37%	5%
	Yr2018	2%	6%	50%	38%	5%

#### 4.1.6 LTSM, Infrastructure & Equipment/Furniture

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
Infrastructure Maintenance Support	Yr2016	9%	22%	47%	20%	2%
	Yr2017	8%	20%	48%	22%	2%
	Yr2018	7%	20%	48%	23%	2%
Equipment/Furniture Supply Support	Yr2016	4%	18%	49%	26%	3%
	Yr2017	5%	16%	49%	27%	3%
	Yr2018	5%	16%	51%	26%	2%
Textbook Supply [Textbooks Material Support]	Yr2016	1%	5%	39%	46%	9%
	Yr2017	2%	7%	42%	41%	7%
	Yr2018	2%	7%	47%	37%	7%

On average over the last 3 years' participants of the CSS rated the LTSM, Infrastructure & Equipment/Furniture services (Satisfactory to Excellent) in the following ranking order:

1. Textbook Supply [Textbooks Material Support] = 91.7%;
2. Equipment/Furniture Supply Support = 78.7%
3. Infrastructure Maintenance Support = 7.3%

#### 4.1.7 Social Support: Nutrition, LTS and HIV/Aids & MOD Centres

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
Nutrition Programme Support	Yr2016	2%	4%	32%	48%	14%
	Yr2017	2%	4%	31%	49%	14%
	Yr2018	2%	4%	33%	48%	14%
LTS Support	Yr2016	5%	11%	48%	32%	5%
	Yr2017	6%	11%	46%	33%	4%
	Yr2018	7%	9%	48%	32%	4%
HIV Aids Project Support	Yr2016	4%	16%	54%	23%	2%
	Yr2017	6%	17%	51%	23%	2%
	Yr2018	4%	12%	54%	27%	3%
MOD Centre Programme	Yr2016	4%	13%	54%	26%	3%
	Yr2017	4%	11%	55%	26%	3%
	Yr2018	4%	9%	56%	28%	3%

On average over the last 3 years' participants of the CSS rated the NSNP, LTS and HIV/AIDS & MOD Centres services (Satisfactory to Excellent) in the following ranking order:

1. Nutrition Programme Support = 94.3%;
2. MOD Centre Programme = 84.7%;
3. LTS Support = 84%;
4. HIV Aids Project Support = 79.7%

#### 4.2 Responses to elements of the current WCED Head-Office Service Delivery Charter

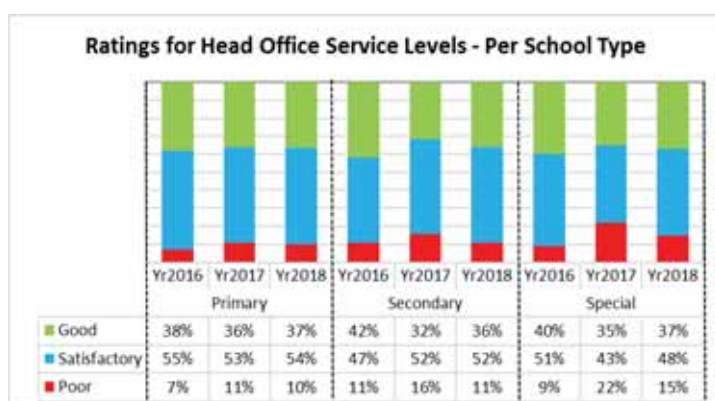
Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent
Response to Written Enquiries Within 5 Days	Yr2016	5%	20%	51%	22%	2%
	Yr2017	6%	19%	50%	22%	3%
	Yr2018	4%	13%	54%	27%	2%
Process Requests Within 14 Days	Yr2016	4%	16%	54%	24%	3%
	Yr2017	5%	15%	53%	25%	3%
	Yr2018	4%	14%	54%	27%	2%
Provide Progress Report If There Are Delays	Yr2016	6%	21%	52%	19%	1%
	Yr2017	7%	18%	53%	20%	1%
	Yr2018	6%	18%	53%	21%	2%
Attend to queries with promptness professionalism & courtesy	Yr2016	2%	8%	56%	30%	4%
	Yr2017	4%	11%	52%	30%	3%
	Yr2018	3%	10%	52%	32%	3%
Apologise for errors and take corrective action	Yr2016	5%	16%	54%	23%	2%
	Yr2017	7%	17%	51%	23%	2%
	Yr2018	6%	17%	52%	23%	2%

On average over the last 3 years' participants of the CSS rated the elements of the current WCED Head-Office Service Delivery Charter (Satisfactory to Excellent) in the following ranking order:

1. Attend to queries with promptness professionalism & courtesy = 87.3%;
2. Process Requests Within 14 Days = 81.7%;
3. Response to Written Enquiries Within 5 Days = 77.7%;
4. Apologise for errors and take corrective action = 77.3%;
5. Provide Progress Report If There Are Delays = 74%

#### 4.3 Rating Service Levels of Head Office – by School Type

School Type	Period	Poor	Satisfactory	Good
Primary	Yr2016	7%	55%	38%
	Yr2017	11%	53%	36%
	Yr2018	10%	54%	37%
Secondary	Yr2016	11%	47%	42%
	Yr2017	16%	52%	32%
	Yr2018	11%	52%	36%
Special	Yr2016	9%	51%	40%
	Yr2017	22%	43%	35%
	Yr2018	15%	48%	37%

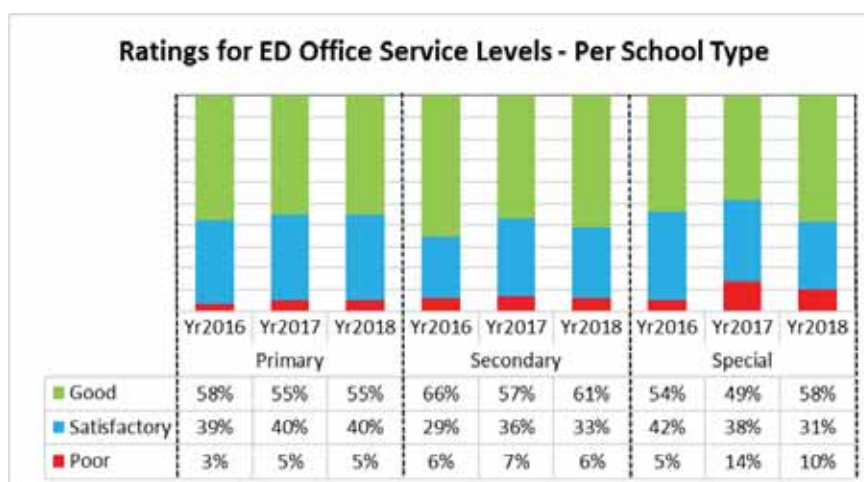




#### 4.4 Responses per school type of ED Offices Service Levels

Table 21: Service ratings of ED Offices per school type

School Type	Period	Poor	Satisfactory	Good
Primary	Yr2016	3%	39%	58%
	Yr2017	5%	40%	55%
	Yr2018	5%	40%	55%
Secondary	Yr2016	6%	29%	66%
	Yr2017	7%	36%	57%
	Yr2018	6%	33%	61%
Special	Yr2016	5%	42%	54%
	Yr2017	14%	38%	49%
	Yr2018	10%	31%	58%



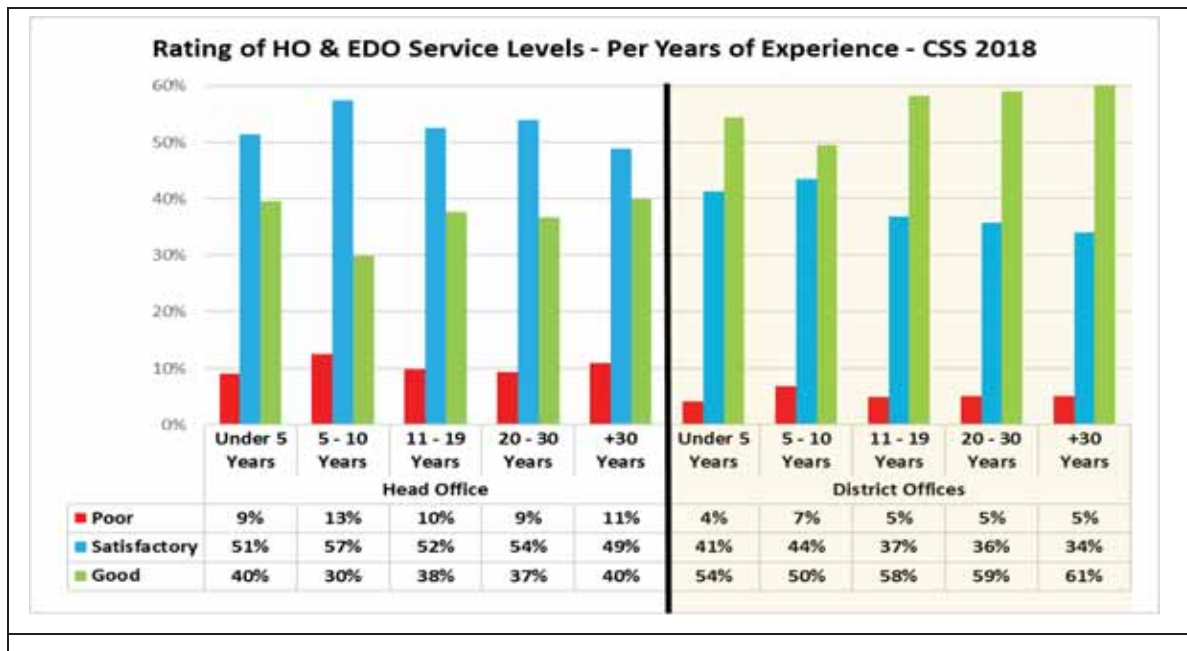
#### 4.5 Difference between Ratings by Rural and Metro Schools

Table 22: Ratings per Metro & Rural Districts

Rating	Metro	Rural	Metro	Rural	Metro	Rural	Metro	Rural
	HO - CSS 2017	EDs - CSS 2017	HO - CSS 2018	EDs - CSS 2018	HO - CSS 2018	EDs - CSS 2018	HO - CSS 2018	EDs - CSS 2018
Poor	16%	10%	9%	5%	13%	8%	7%	4%
Satisfactory	53%	52%	42%	39%	51%	55%	36%	39%
Good	30%	38%	49%	56%	36%	37%	57%	57%
<b>Overall</b>	100%	100%	100%	100%	100%	100%	100%	100%

### 4.6 Differences between Ratings of Service Levels – per Years of Experience

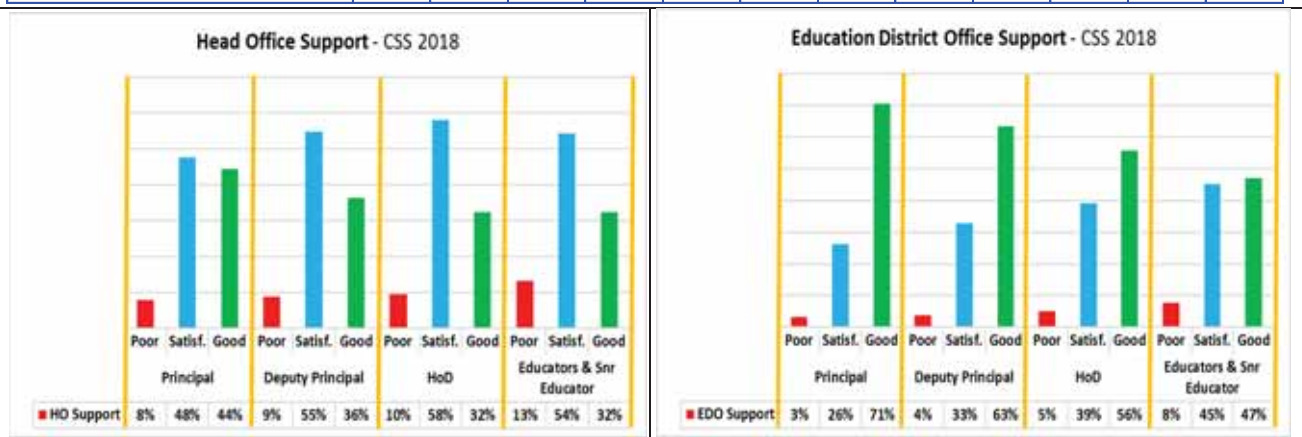
#### 4.6.1 Rating Head Office and ED Office Service Levels



### 4.7 Responses per Job Type – Selected Items

Table 23: summary of selected responses – per educator type

CSS 2018 - Responses to selected items - per Job Type												
CSS Element	Principal			Deputy Principal			HoD			Educators & Snr Educator		
	Poor	Satisf.	Good	Poor	Satisf.	Good	Poor	Satisf.	Good	Poor	Satisf.	Good
Head Office support	8%	48%	44%	9%	55%	36%	10%	58%	32%	13%	54%	32%
Education District Offices support	3%	26%	71%	4%	33%	63%	5%	39%	56%	8%	45%	47%
Circuit Manager Support	2%	15%	83%	3%	29%	67%	6%	38%	56%	7%	41%	52%
Safe Schools Support	20%	45%	36%	16%	53%	31%	18%	56%	27%	18%	53%	29%
Curriculum School Visit Support	5%	40%	56%	6%	44%	49%	6%	42%	52%	9%	46%	45%
E-learning Strategy support	16%	50%	34%	16%	52%	33%	13%	55%	33%	15%	53%	32%
Matric Support Programme	6%	45%	48%	9%	50%	41%	12%	48%	40%	12%	50%	38%
Admin Systemic Tests	1%	30%	68%	4%	43%	53%	5%	46%	49%	8%	48%	44%
Learner Transport Scheme Support	10%	39%	51%	14%	52%	34%	17%	51%	32%	19%	49%	32%
Infrastructure & maintenance support	34%	41%	24%	32%	45%	23%	25%	51%	24%	26%	49%	25%
HRM Services	9%	48%	43%	10%	55%	34%	17%	55%	27%	18%	55%	27%
Admin of service conditions	4%	51%	45%	8%	55%	37%	9%	58%	33%	14%	53%	34%
Admin of Employee Relations	8%	54%	38%	10%	60%	30%	12%	61%	27%	16%	56%	28%
E-recruitment Management	9%	50%	41%	8%	56%	36%	11%	55%	35%	12%	53%	35%
Admin of salaries & service benefits	5%	34%	61%	9%	45%	46%	10%	46%	44%	12%	43%	45%



**Comments on Table 23**

The expectation is that the Senior Management Team (SMT) would more or less share opinions of services delivered to schools. This is corroborated when comparing the rating responses (satisfactory to excellent) of Principals and Deputy Principals of selected services to schools, where equal to 6% and more difference is observed. However, when Principals and HoDs responses are compared the following differences are observed:

1. Learner Transport Scheme Support = 6%;
2. Admin of service conditions = 9%;
3. HRM Services = 10%.

Further when Principal and Educators ratings are compared the following differences are observed:

1. Learner Transport Scheme Support; Infrastructure & maintenance support; HRM Services; Admin of service conditions all equal to 9% difference.
2. Admin of Employee Relations = 8%;
3. Admin of salaries & service benefits = 7%;
4. HO Support and Admin Systemic Tests = 6%.

## 5. Feedback/Comments

### 5.1 Summary of Survey Elements with Highest Response Rates

Respondents had opportunity to write a comment to every single question and the following areas attracted the most responses:

	<b>Total</b>	<b>Comment</b>	<b>Complaint</b>	<b>Compliment</b>
Education District Offices support	<b>507</b>	141	31	335
Head Office Support	<b>434</b>	154	78	202
Circuit Manager Support	<b>342</b>	40	19	283
Safe Schools Support	<b>267</b>	111	106	50
Administration of Salaries and Pay slip matters	<b>229</b>	68	95	66
Specialised Support by psychologists	<b>223</b>	77	96	50
School Nutrition Programme Support	<b>222</b>	52	32	138

#### **Notes on items most commented on**

Comments from the 2018 Report. [This section restricted to areas that attracted the most complaints and compliments. Refer to table above]

1. ED Office Support: the gist of the few complaints is the challenge of contacting some ED offices; the many compliments praise the good and steady support schools enjoy.
2. Head Office Support: grievances with HO support include: (i) poor response rates, (ii) Walk-in Centre, (iii) delay in appointing a permanent principal, and (iv) gang violence destabilising the school. There are compliments for individual officials and for generally good service.
3. Circuit Manager Support: a few complaints that the CM is not always available to help, and that some do not provide helpful service. Many more compliments for excellent support from their CMs. "Very helpful and supportive"!
4. Safe School Support: complaints range from dissatisfaction with non-responsiveness to the threat of physical violence at school. Many see the absence of good school fencing as a factor that contributes to safety threats on the school premises. There are many compliments for prompt and good service.
5. Admin of Salaries: the biggest complaint is the payslips that arrive "late". The question is also posed of whether payslips could be forwarded to staff in electronic format. (Would that not make sense in our move to reduce the use of paper!) Many expressed satisfaction with the service levels.
6. Specialised Support – Psychologists: metro and rural districts complain in the same numbers of unavailable services and that learners with specialised needs become victims. Compliments expressed for individuals who offer prompt and efficient services.
7. NSNP: the few complaints bemoan the fact that the Scheme does not meet the need: many more children than the department makes allocation for. The many compliments express gratitude for a service that goes a long way in providing valuable respite for many needy children.

## 6. Concluding Comments

### Recommendations

- We need to create the space for Directorates/ Chief-directorates to respond to clients (in general) on the complaints, comments which are deemed out of context. E.g. a comment registered “Always A Held (sic) Up, Transferred from Person to Person. A “Struggle To Get To The Right Person” and “Call Forwarded To Wrong Official” are entered next to the item “WCED call centre [Human Resources and Finance matters]” option. The WCED call centre agents do not have the option to transfer callers to another official, each call gets logged, attended to, hopefully concluded and or referred to a “Back-office” staff member for follow-through or reply to the agent. The callers are either referring to the switch board or individuals within the department whom transfer calls to the incorrect official.
- To further strengthen the quality of our customer service, it is crucial that as full a picture as possible is created. Therefore, advocacy to participate in the survey must continue particularly in those districts where the participation rates are low.
- Updated contact lists are pivotal to switchboard operators. However, the movement of staff must be responsibility at least of the directorates to centrally amend (keep current) the contact lists.
- The work in progress “Service Access” list linked to the WCED Service charters is an attempt to improve access. However, we need to look at a space more prominent on the website to share the contact details of key staff.
- We need to address and “communicate” the individual services standards of our current and planned improvement standards. Can we adopt the fact that our clients rate our services (satisfactory + good + excellent) on average as service delivery percentage? E.g. top-rated services on average over the last 3 years:

Table 24: Service Standard ratings over years

Year	Rating	CM Support	CEMIS Support	Website	Walk-In Centre (Hr & Finances)
Yr 2016	Poor	3%	3%	3%	4%
	Satisfactory	31%	37%	37%	56%
	Good	66%	60%	59%	40%
	<b>STANDARDS</b>	<b>97%</b>	<b>97%</b>	<b>97%</b>	<b>96%</b>
Yr 2017	Poor	5%	5%	5%	7%
	Satisfactory	34%	40%	43%	55%
	Good	61%	54%	52%	38%
	<b>STANDARDS</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>93%</b>
Yr 2018	Poor	5%	5%	5%	4%
	Satisfactory	32%	42%	43%	57%
	Good	63%	53%	53%	39%
	<b>STANDARDS</b>	<b>95%</b>	<b>96%</b>	<b>95%</b>	<b>96%</b>
	<b>3-year average</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>	<b>95%</b>

We would like to express appreciation to all those who had taken the time to complete the CSS 2018, providing us with valuable information on how they perceive services offered to them and which areas will need to receive attention. The value of the CSS will be vested in the corrective action launched to address especially those issues that seem to recur. We need to continuously aspire to reach the service levels advocated by the provincial government. Simultaneously we have to give a nod of approval to those services and individuals that are lauded.

\*\*\*\*\*

**ANNEXURE A: Responses per Municipality – Selected Stats**

Table 25: CSS 2018 Responses per Local Municipality. [For convenience of presentation, the rates reflected below are a combination of the categories (1) Excellent, (2) Good, and (3) Satisfactory]

Municipality CSS 2018	HO Support	EDO Support	Tele Queries	Written Queries	Safe Schools Support	Curric. Visit Support	Lang. & Maths Support	Matric Support	CM Support	Support to Learners	Social Workers Support	NSNP Support	LTS Support
Beaufort West	92%	93%	83%	74%	75%	94%	95%	90%	95%	94%	72%	96%	82%
Bergrivier	93%	94%	86%	70%	89%	88%	91%	92%	98%	86%	77%	97%	84%
Bitou	98%	100%	95%	93%	79%	95%	97%	100%	100%	95%	85%	100%	100%
Breede Valley	93%	96%	89%	85%	88%	92%	92%	91%	96%	95%	90%	95%	92%
Cape Agulhas	89%	98%	76%	67%	87%	89%	98%	88%	95%	95%	90%	89%	93%
Cederberg	96%	98%	94%	93%	88%	99%	98%	100%	97%	94%	92%	100%	96%
<b>City Of Cape Town</b>	<b>87%</b>	<b>93%</b>	<b>82%</b>	<b>76%</b>	<b>80%</b>	<b>92%</b>	<b>90%</b>	<b>87%</b>	<b>94%</b>	<b>88%</b>	<b>77%</b>	<b>91%</b>	<b>74%</b>
Drakenstein	94%	96%	89%	82%	82%	93%	89%	89%	98%	91%	79%	97%	83%
George	91%	94%	87%	79%	86%	96%	88%	91%	93%	87%	87%	94%	85%
Hessequa	92%	96%	90%	82%	89%	94%	96%	98%	98%	97%	86%	100%	94%
Kannaland	88%	100%	85%	81%	91%	98%	95%	93%	100%	93%	95%	100%	90%
Knysna	92%	96%	89%	80%	87%	94%	94%	98%	97%	94%	82%	95%	89%
Laiingsburg	100%	100%	95%	100%	100%	100%	100%	90%	100%	81%	90%	100%	83%
Langeberg	88%	92%	87%	78%	79%	89%	89%	92%	95%	91%	87%	97%	94%
Matzikama	97%	92%	78%	72%	79%	97%	87%	87%	100%	97%	77%	97%	88%
Mossel Bay	90%	94%	87%	80%	82%	93%	86%	86%	94%	89%	82%	90%	82%
Oudtshoorn	95%	97%	89%	82%	88%	94%	90%	92%	98%	97%	98%	99%	93%
Overstrand	92%	96%	91%	83%	80%	99%	97%	93%	99%	95%	84%	98%	91%
Prince Albert	100%	100%	100%	80%	100%	100%	100%	78%	100%	100%	100%	100%	100%
Saldanha Bay	80%	89%	75%	61%	74%	90%	85%	79%	97%	88%	64%	87%	81%
Stellenbosch	93%	98%	89%	83%	87%	97%	97%	91%	99%	93%	74%	100%	90%
Swartland	90%	96%	84%	77%	88%	97%	91%	91%	94%	94%	81%	94%	91%
Swellendam	85%	97%	86%	79%	88%	97%	94%	100%	100%	97%	89%	100%	100%
Theewaterskloof	90%	98%	83%	68%	89%	99%	99%	88%	96%	98%	84%	98%	88%
Witzenberg	94%	99%	95%	85%	85%	97%	97%	94%	97%	96%	92%	99%	95%
<b>Overall</b>	<b>90%</b>	<b>95%</b>	<b>85%</b>	<b>78%</b>	<b>83%</b>	<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>95%</b>	<b>91%</b>	<b>81%</b>	<b>94%</b>	<b>84%</b>

N.B. All ratings below 80% highlighted in ORANGE.

### ANNEXURE B – Summary of Responses over years

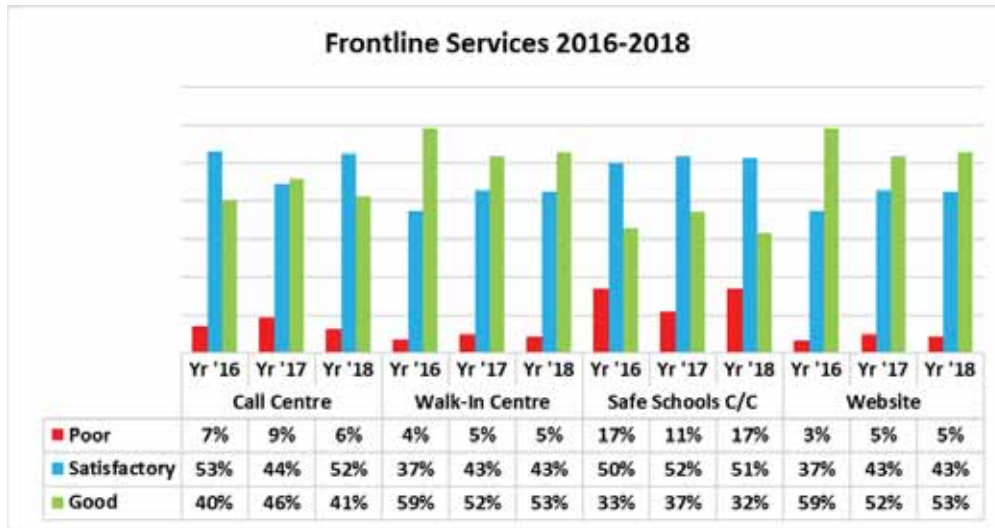
Table 26: overall responses 2016-2018

Survey Area	Year 2016			Year 2017			Year 2018		
	Poor	Satisfactory	Good	Poor	Satisfactory	Good	Poor	Satisfactory	Good
WCED Call Centre	7%	53%	40%	9%	44%	46%	6%	52%	41%
Teleph Queries	14%	50%	36%	17%	49%	34%	15%	48%	36%
Written Queries	25%	51%	24%	25%	50%	25%	22%	51%	27%
Progress Reports	27%	52%	21%	25%	53%	22%	24%	53%	22%
Attend To Queries Promptly	10%	56%	34%	15%	52%	33%	12%	52%	35%
Apologise For Errors	21%	54%	25%	24%	51%	25%	23%	52%	25%
Communications To Schools	6%	43%	51%	7%	43%	49%	7%	45%	48%
E-Learning	15%	56%	29%	17%	51%	32%	8%	49%	43%
Website	3%	37%	59%	5%	43%	52%	5%	43%	53%
Safe Schools Call Centre	17%	50%	33%	11%	52%	37%	11%	55%	34%
Safe School Support	17%	50%	33%	18%	49%	33%	17%	51%	32%
Exams Support	7%	53%	40%	9%	50%	40%	10%	59%	31%
School Visits	10%	43%	47%	10%	42%	48%	7%	44%	49%
E-Learning Strat	15%	56%	29%	17%	51%	32%	14%	53%	33%
Lang & Maths Strategy	9%	49%	42%	10%	49%	41%	9%	51%	40%
Matric Support Programme	7%	47%	46%	10%	48%	42%	10%	49%	41%
CM Support	3%	31%	66%	5%	34%	61%	5%	32%	63%
LSA Support To Learners	12%	45%	43%	12%	42%	47%	9%	43%	47%
Specialised Support By Social Workers	22%	47%	30%	24%	46%	30%	19%	47%	34%
Specialised Support By Psychologists	27%	44%	29%	28%	44%	29%	22%	45%	33%
Support SBST: Learners with special ne	22%	50%	29%	20%	50%	30%	17%	51%	32%
Training At CTLI	5%	42%	52%	8%	44%	48%	6%	44%	50%
Mod Centres	17%	54%	29%	15%	55%	29%	13%	56%	31%
NSNP Support	6%	32%	62%	6%	31%	63%	6%	33%	61%
HIV/AIDS Support	20%	54%	26%	23%	51%	25%	16%	54%	30%
Admin Of 3, 6 & 9	7%	53%	40%	7%	44%	48%	5%	43%	52%
LTS Support	15%	48%	37%	17%	46%	37%	16%	48%	36%
Infrastr And Maintenance Support	32%	47%	21%	28%	48%	23%	27%	48%	25%
Text Book Supply	6%	39%	55%	9%	42%	49%	9%	47%	44%
Furn. & Equipm Supply	22%	49%	29%	21%	49%	29%	21%	51%	28%
Online Support To Learner Placement	8%	49%	43%	10%	51%	40%	8%	52%	40%
CEMIS Support	3%	37%	60%	5%	40%	54%	5%	42%	53%
HR Support	12%	52%	36%	15%	53%	32%	14%	53%	33%
Admin Of Service Conditions	10%	49%	41%	11%	52%	37%	10%	54%	37%
Admin Of Labour Relations	10%	58%	32%	13%	58%	29%	12%	57%	30%
Staff Performance Management	7%	48%	45%	9%	49%	42%	8%	50%	42%
E-Recruitment	12%	55%	32%	12%	52%	36%	10%	53%	37%
Finance Management Support	8%	51%	41%	10%	49%	40%	9%	49%	42%
Admin Of Salaries	9%	41%	50%	10%	41%	49%	10%	42%	48%
HO Support	8%	53%	39%	13%	52%	35%	10%	53%	37%
ED Office Support	4%	37%	59%	6%	39%	55%	5%	38%	57%
WCED Walk-In Centre (Hr & Finances)	4%	56%	40%	7%	55%	38%	4%	57%	39%
Process Requests within 14 Days	19%	54%	26%	19%	53%	28%	17%	54%	29%

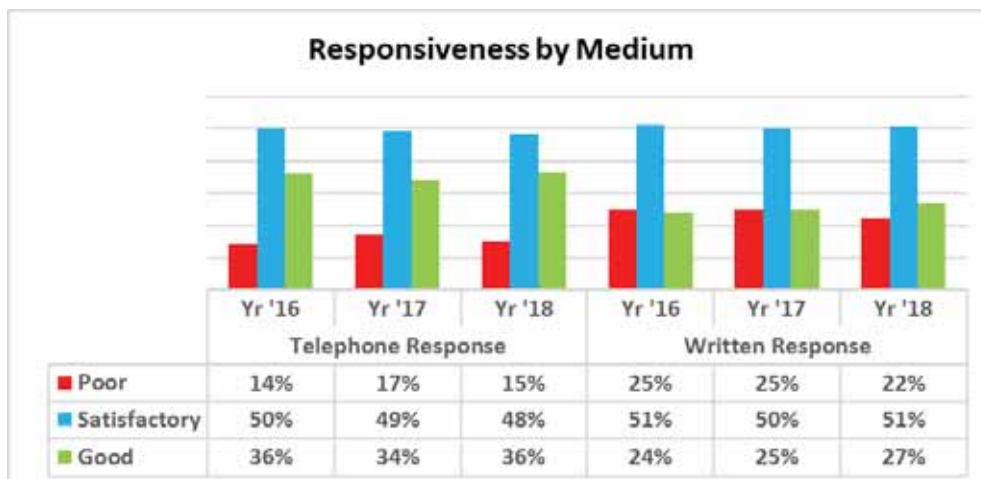


**ANNEXURE C – Ratings Over Years – Selected Categories**

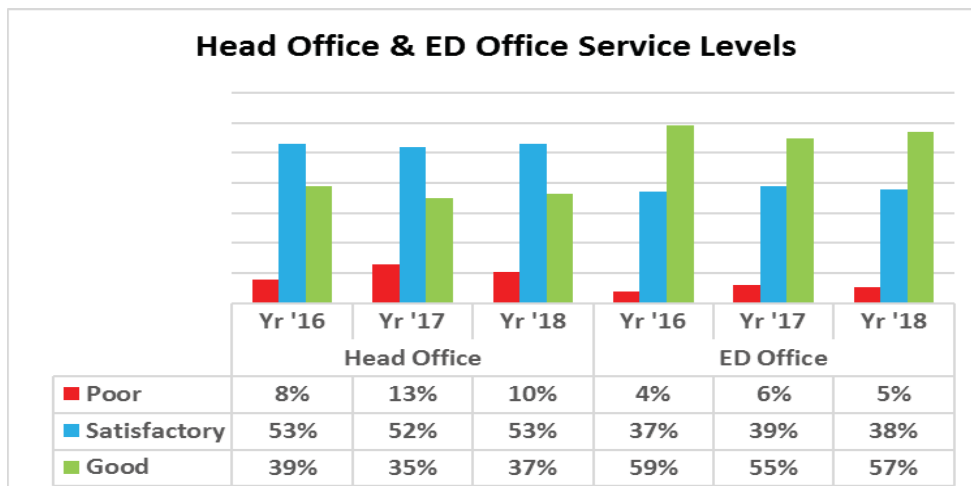
**C1 Frontline Services – Call and Walk-In Centres, Website and Safe Schools Call Centre**



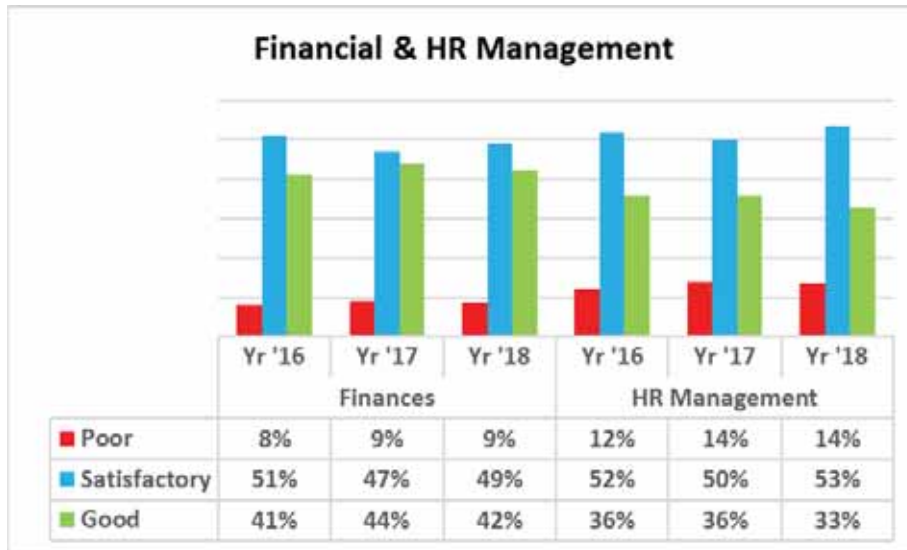
**C2 Responsiveness by medium – telephonic and written enquiries**



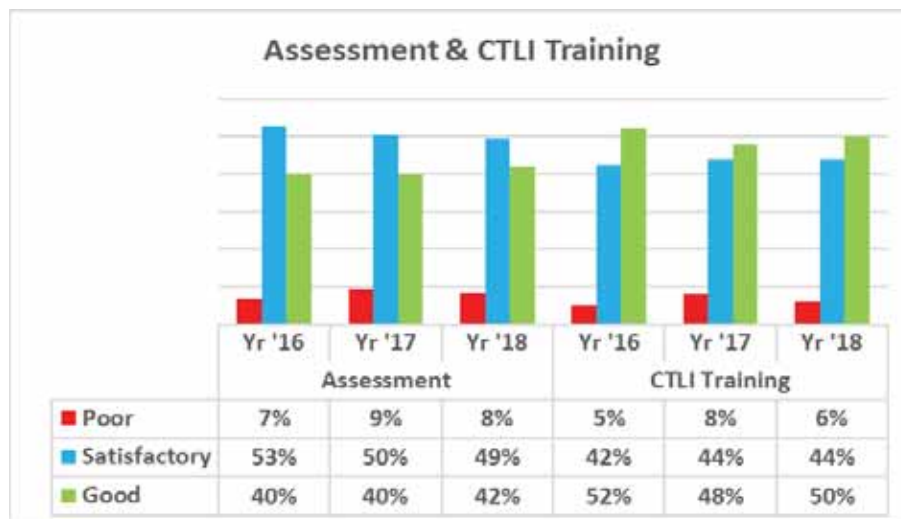
**C3 Head Office and Education Districts**



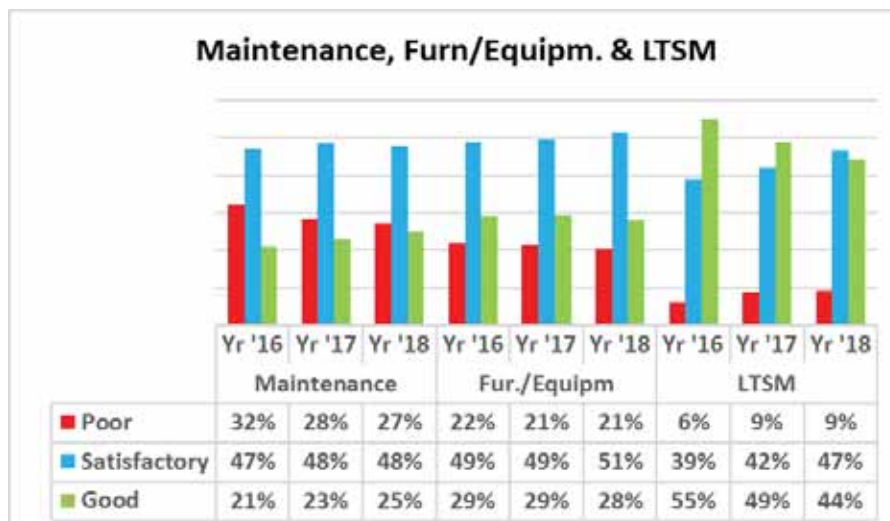
**C4 Corporate Services – Financial Management and HR Management Support**



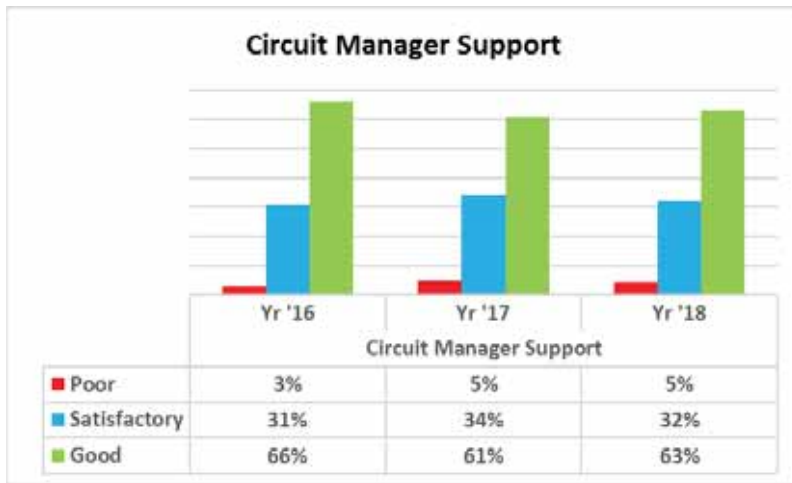
**C5 Systems to support teaching – Assessment & CTLI**



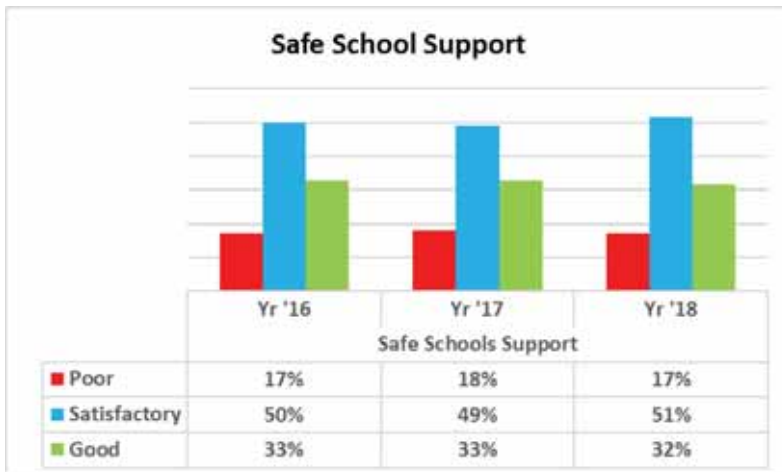
**C6 Resourcing – Infrastructure & Maintenance, Equipment & Furniture & LTSM**



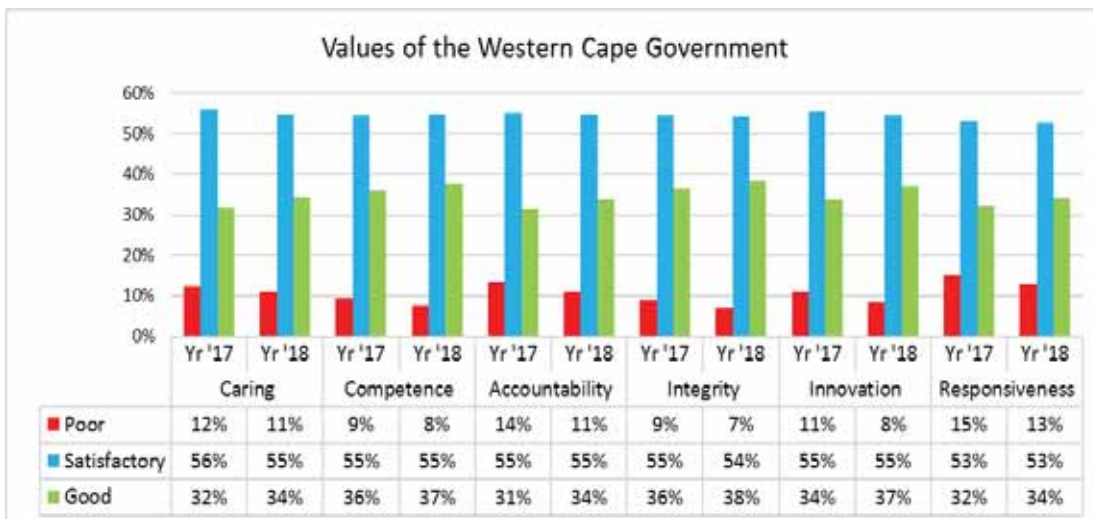
**C7 Ratings for CM Support**



**C8 Safe School Support**



**C9 The Values of the Western Cape Education Department – Overall Ratings [first appeared in 2017]**



## ANNEXURE D - The 2018 CSS

### CUSTOMER SATISFACTION SURVEY 2018

This survey invites WCED school personnel to air their perceptions of various services provided by the employer. Each of your ratings should be based on your current overall impression. We thank you for investing time and effort into helping us improve the overall standard of services.

Position: (Mark X)	Principal	Deputy-Principal	Head of Department	Senior Educator	Educator	Admin staff	Other
Years of teaching/public service experience:						Post Level:	

#### A. Frequency of Services Used Please mark the appropriate frequency box with an X.

No.	In 2013 - 2017 I have	Frequency of Services Used				
		Never	1-2 times	3-5 times	5-10 times	11+ times
1.	Visited Head Office					
2.	Visited District Office					
3.	Visited the walk-in centre at Head Office					
4.	Visited the H/O Examinations walk-in centre					
5.	Called the WCED Call Centre					
6.	Called the WCED Safe School call Centre					
7.	Called the WCED Examinations help line					
8.	Telephoned an official at Head Office					
9.	Telephoned an official at the District Office					
10.	Consulted the WCED website					
11.	Used WCED Education Portal					

**Rating Scale:** 0 = Not applicable; 1 = Exceptionally poor; 2 = Poor; 3 = Satisfactory; 4 = Good; 5 = Excellent.

#### B. Frontline Service: WCED Client Services. For this section, will you please provide detail where your rating is "2" or "1"

No.	Question	Rating	No.	Question	Rating
12	WCED call centre [corporate (personnel & finance) matters]		13	WCED walk-in centre (Human Resources and Finance matters)	
Detail:			Detail:		

#### C. The values of the Provincial Government of the Western Cape: How do you rate WCED's display and application of these values during delivery of services?

No.	Values	Rating	No.	Values	Rating
1.	Caring		4.	Integrity	
2.	Competence		5.	Innovation	
3.	Accountability		6.	Responsiveness	

#### D. Strategies, Programmes, Systems and or Services offered

No.	Question	Rating	No.	Question	Rating
1.	Head Office support		23.	Specialised Support by social workers	
2.	Education District Offices support		24.	Specialised Support by psychologists	
3.	Response to telephonic enquiries		25.	Support to School-based support team (SBST) for learners with moderate to high support needs	
4.	Return telephone calls within 24 hours		26.	Training at Cape Teaching and Leadership Institution	
5.	Response to written enquiries within 5 days		27.	Mass participation opportunity and access Development and growth (MOD) Programme	
6.	Process requests within 14 days		28.	School Nutrition Programme Support	
7.	Provide progress report if there are delays		29.	HIV/AIDS Project Support	
8.	Attend to queries with promptness, professionalism & courtesy		30.	Examinations and assessment support	
9.	Apologise for errors and take corrective action		31.	Administration of Gr 3, 6 and 9 testing	
10.	Communication to Schools		32.	Learner Transport Scheme Support	
11.	WCED E-learning portal		33.	Infrastructure and maintenance support	
12.	WCED website		34.	Text Book supply	
13.	WCED Safe Schools Call Centre		35.	Equipment & Furniture Supply Support	
14.	Safe Schools Support		36.	Online system to support Learner Placement	
15.	H/O Examinations walk-in centre		37.	E-information Management – CEMIS Support	
16.	Curriculum School Visit Support		38.	Human Resource Management Services (e.g. Staff Provisioning, Employee Wellness, Staff Exits)	
17.	E-learning Strategy support		39.	Administration of service conditions (e.g. leave, housing, etc.)	
18.	Language and Mathematics Strategy Support		40.	Administration of Employee Relations matters, i.e. misconduct, grievances and disputes	
19.	Matric Support Programme		41.	Staff Performance Systems (SPMDS, PMDS, IQMS)	
20.	Circuit Manager Support		42.	E-recruitment Management	
21.	Learning Support Advisor: Visits to Schools		43.	Financial Management Support	
22.	Learning Support Teacher: Support to Learners		44.	Administration of Salaries and Pay slip matters	

\*\*\*\*\*