



Part C
Governance

1. Introduction

The Department is served by the Education Audit Committee, and all members are independent members, appointed by the Accounting Officer in consultation with the Executive Authority. The Audit committee operates in accord with a "Terms of Reference", approved on 18 July 2012.

The Audit Committee meets at least on a quarterly basis to give effect to its responsibilities as per the approved Terms of Reference. The Audit Committee further meets with the Executive Authority and Accounting Officer to discuss matters of concern.

Internal Audit continued to be offered independently by the shared Internal Audit Activity that was corporatised to 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 management with assurance that the internal controls relating to governance, risk management and control processes are adequate and effective. Consistent with the PFMA and King III, a risk-based 3-Year Rolling Strategic and Annual Operational Internal Audit Plan was approved by the Audit Committee, and the Audit Committee monitored the execution of the operational plan and management's implementation of corrective actions.

No further funding was made available for the increase of Internal Audit capacity and this year the focus was on the optimal utilisation of the existing resources.

Internal Audit continues to recognise the role played by other assurance providers and envisage a combined assurance approach for the next year which will ensure that internal audit resources are applied to the most relevant risk areas.

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. Teacher and learner attendance and optimal use of the school day were key focus areas.

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 which are tracked through the Provincial Dashboard. 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 was a valuable one and the WCED demonstrated improvement between the first and the second exercises in this regard with a number of maximum scores.

Whole School Evaluation continues to give valuable insights not only into the support needs at individual schools but also into systemic issues. Shorter visits were conducted at small schools or those that were functioning optimally. Differentiation in the length of visits has allowed for additional schools to be visited. Schools are coded according to the WSE ratings. The findings were shared in trend reports in addition to the extensive reports provided to the schools concerned.

In February 2012 and again in 2013, 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 some of the national targets under Action Plan 2014 (see Annexure) and match the 9 focus areas of whole school evaluation. The value of an online 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. In 2013, schools also uploaded Action Plans to specify steps they would take to meet the targets set.

A 2012 innovation, linked to the School Improvement Plans was quarterly School Improvement Monitoring, by which key aspects of resourcing and school functionality e.g. SGB elections, preparedness for the new year were tracked. 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 which assisted in a year in which there were challenges experienced in this regard.

2. Risk Management

The Accounting Officer (AO) is accountable for realising Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework. The Directorate Enterprise Risk Management (D: ERM) in the Department of the Premier provides a centralised strategic support service to the Department.

Furthermore, in compliance with the National Treasury framework and to further embed risk management, the Western Cape Government adopted an ERM Policy which sets out the province's overall intention with regard to ERM.

An ERM Implementation Strategy had been developed in order to attain the Enterprise Risk Management Plan of the Western Cape Education Department. This will ultimately enable the Department to deliver on its Departmental goals, objectives and indicators, enhance risk informed decision making and optimise compliance with applicable legislation. It further outlines the roles and responsibilities of managers and staff in embedding risk management in the Department and defines the enabling legislation, standards, mechanisms, tools and resources to be used to realise the ERM plan.

In the Western Cape Education Department the Executive Committee of the Department at the same time serves as the Enterprise Risk Management Committee (ERMCOM), and members have been formally appointed as such. During the year under review the ERMCOM met on a quarterly basis to monitor the risk profile and risk treatments of the Department.

Risk assessments are conducted on a strategic and program levels on a quarterly basis in order to review and update existing risks and identify emerging risks. Significant risks relevant to objectives are assessed in terms of likelihood and impact; risk treatment plans with target dates are developed and risk owners are allocated who are held responsible for the treatment of the risks.

The D: ERM further works closely with the appointed risk champion who assists in driving the ERM process in the Department.

Circular 5 of 2013, dated 1 February 2013, introduced the Policy on Irregular, Fruitless, Wasteful and Unauthorised Expenditure in the Western Cape Education Department. The policy deals with, among others, identifying, recording and disclosure of irregular, fruitless, wasteful and unauthorised expenditure in terms of section 38(1) (g) of the Public Finance Management Act, 1999 (Act 1 of 1999). It is aimed at ensuring effective, efficient and transparent systems of financial and risk management, and internal control.

3. Fraud and Corruption

The Western Cape Government adopted an Anti-Corruption Strategy which confirms the province's zero tolerance stance toward fraud and corruption. The Department furthermore has an approved Fraud Prevention Plan.

Forensic Investigations continued to be offered by the shared Forensic Investigating Unit that was corporatised in the Corporate Service Centre in the Department of the Premier. Various channels for reporting allegations of fraud and corruption exist, and these are described in detail in the Anti-Corruption Strategy and the Departmental Fraud Prevention Plan. Each allegation received by the Forensic Investigating 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.

We protect employees who blow the whistle on suspicions of fraud, corruption and theft if the disclosure is a protected disclosure (i.e. not malicious). 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.

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 declare any conflict of interest. The Department requires all bidders to declare potential relationships with the employer or employees. The Audit Committee members also have to submit a declaration of 'No conflict of Interest'.

5. Code of Conduct

The department is adhering 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 finalised on 27 March 2013. 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.

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 of our high-risk schools. The Department also has CCTV cameras in certain schools to enable school principals to monitor activity.

7. Internal Control Unit

The Internal Control Unit was established with effect from 01 November 2012. The Unit completed a 100% verification of all payment vouchers for 2012/13 in order to detect irregular, fruitless and wasteful and unauthorised expenditure as well as non-compliance with prescripts.

8. Audit Committee Report

Provincial Government of the Western Cape – Department of Education (Vote 5)

Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2013.

Audit Committee Members and Attendance

The Audit Committee consists of the members listed below and should meet at least 4 times per annum as per its approved terms of reference. During the financial year under review, 8 meetings were held. Mr Kingwill will be the Chairperson with effect from 18 June 2013 due to the resignation of Prof Calitz as chairperson. Prof Calitz will continue as a member of the Audit Committee.

Name of Member Number of Meetings Attended

Prof E Calitz (Chairperson re-appointed 01 January 2013)	8
Mr L Mdunyelwa	5
Mr L Nene	7
Mr R Kingwill	7
Ms Z Abrams	4

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. 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

We have reviewed the reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the Management Report of the Auditor-General of South Africa (AGSA); and although significant improvement has been noted, the committee notes those areas reported in the AGSA's

Management report. Management's corrective actions and their commitment to address the reported weaknesses in internal control systems will be monitored during our quarterly review meetings. During the year, key control deficiencies were noted by Internal Audit in the following areas;

- Teacher Competency Development – Special education educators
- Irregular expenditure
- School Improvement Plan – Curriculum planning
- Infrastructure maintenance – leased schools
- CEMIS/DMIS

As part of the Western Cape Government IT Internal audit plan, an assessment of the IT general control and information security control environments supporting CEMIS and DMIS was carried out by Ernst and Young which identified significant control gaps.

Corrective actions on the above mentioned items are being implemented by management and are being monitored by the Audit Committee.

We previously mentioned that the Department has taken full responsibility and ownership for the implementation of the Enterprise-wide Risk Management (ERM) methodology and function. The challenge remains to institutionalise ERM throughout the Organisation. The Audit Committee noted a number of emerging risks and will monitor these on a regular basis.

Progress as well as new forensic matters in the Department under investigation are reported to the Audit Committee on a quarterly basis and progress is monitored by the Audit Committee. Whilst a number of matters still remain open, the backlog has been reduced.

We have reviewed and concur with management's acceptance of the AGSA's Management Report. We can confirm there are no unresolved issues.

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

We have fulfilled our mandate with regards to annual financial statements as mentioned below.

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 AGSA and the Accounting Officer;
- Reviewed the AGSA's Management Report and Management's response thereto;
- Reviewed changes to accounting policies and practices as reported in the Annual Financial Statements;
- Reviewed the Department's processes for compliance with legal and regulatory provisions;
- Reviewed the information on predetermined objectives as reported in the annual report;
- Reviewed material adjustments resulting from the audit of the Department and
- Reviewed and where appropriate recommended changes to the interim financial statements as presented by the Department for the six months ending 30 September 2012.

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

Internal Audit

In line with the PFMA requirements and the King III Report on Corporate Governance principles and recommendations, Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by applying a risk based internal audit plan. Internal Audit assesses the adequacy and effectiveness of controls mitigating the risks and the Audit Committee monitors implementation of corrective actions.

The following internal audits planned and approved were completed during the year under review:

- Irregular Expenditure
- Infrastructure – Scheduled Maintenance
- School Improvement Plan Based Interventions
- Conflict of Interest Consulting Engagement

The Audit Committee remains concerned that further audit coverage is required to cover a significant percentage of high risk areas. The Audit Committee will encourage increased assurance over significant risks by overseeing the implementation of combined assurance principles.

Auditor-General's Report

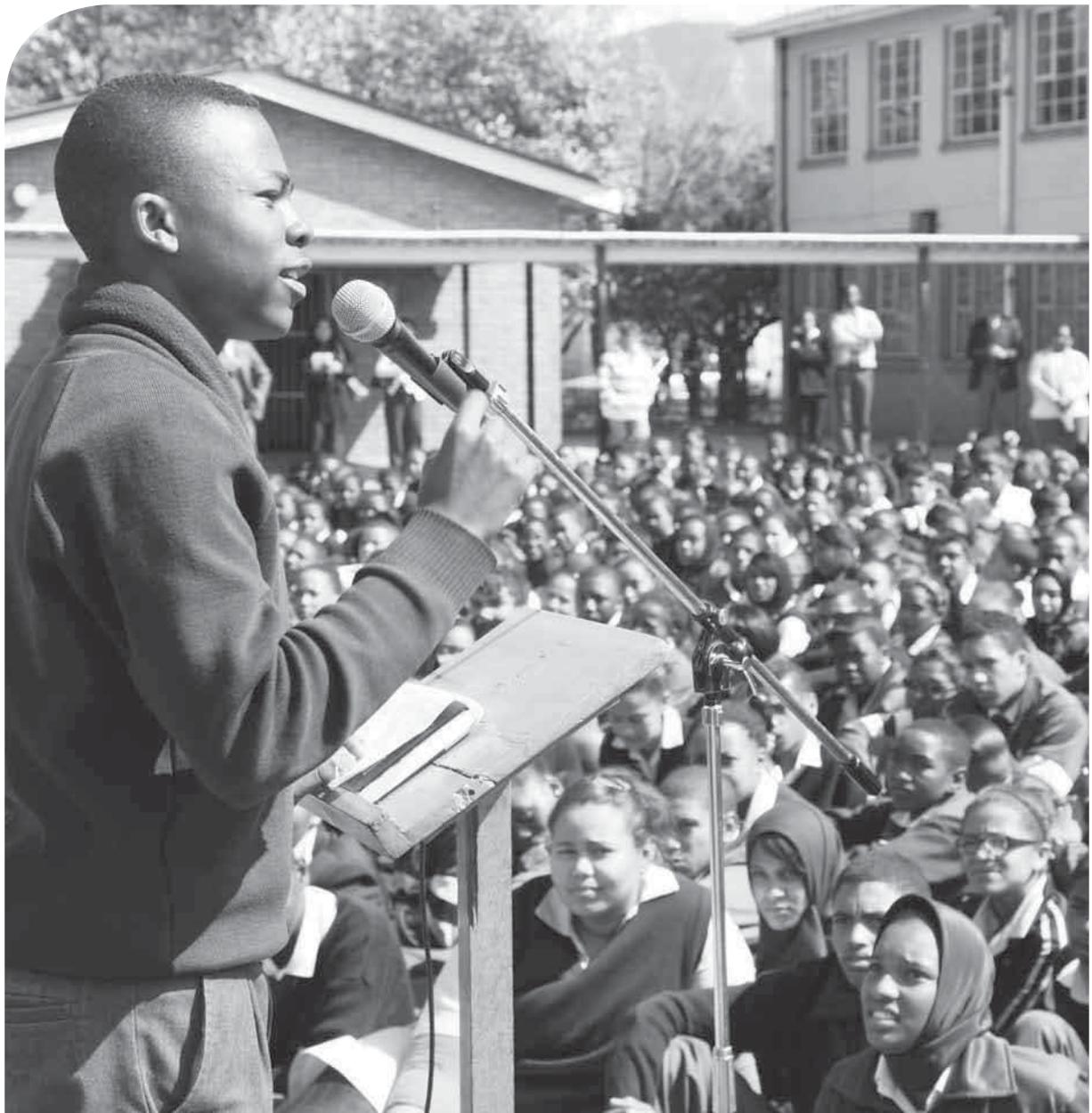
We have reviewed the Department's implementation plan for audit issues raised in the prior year on a quarterly basis. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit. Corrective actions on the detailed findings raised by the AGSA will be monitored by the Audit Committee on a quarterly basis.

Appreciation

The Audit Committee wishes to express its appreciation to the Management of the Education Department, the AGSA, Provincial Enterprise Risk Management Unit, Forensic Unit and the Internal Audit Unit for the co-operation and information they have provided to enable us to compile this report.

A handwritten signature in black ink, appearing to read 'R Kingwill', is centered on the page.

Mr R Kingwill
Chairperson of the Education Audit Committee
August 2013



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, 1994 (Proclamation 103 of 1994), and
Constitution of the Republic of South Africa, 1996,
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).

The information depicts the department's demographic composition by race, gender and disability, as required by the Employment Equity Act and the Department of Public Service and Administration. Positions in the post establishment require various academic qualifications such as a Senior Certificate, technical qualification or graduate and post-graduate degrees, as well as certain competency levels. The Employment Equity Act states that in determining whether designated groups are equitably represented within an occupational category and level in an employer's workforce a number of factors must be taken into account including the pool of suitably qualified people from designated groups from which the employer may reasonably be expected to promote or appoint employees. The figures presented in this section do not take these factors into account and do not reflect the fact that the population statistics provided by the 2011 Census reveal that a very small percentage of the Western Cape population have Matric and tertiary qualifications. This factor defines the pool of "suitably qualified people" from which the Western Cape Government can employ staff (as specified by the Employment Equity Act). The Department is continuing to invest in measures to broaden the pool of suitably qualified people who can compete for its employment opportunities to broaden its equitable representation in all occupational categories and levels in the workforce.

2. Introduction

Overview of HR matters at the Department

The management of the post establishment of the department is critical to the educational success of schools. The department allocated 154 more posts for the 2013 academic year. Furthermore the department implemented an improved learner/educator ratio in the Foundation Phase. The department has succeeded in increasing its number of permanent teachers and therefore the system has greater stability in general. Steps were taken to ensure a learner/educator ratio of 1: 37 in primary schools and 1:33 in high schools. The department also embarked on a goal oriented deployment plan for excess educators and the decreasing number is proof of the success thereof. During the period 1 April 2012 to 31 December 2012, the WCED reduced the number of excess educators by 149. A further 53 excess educators were placed in the first quarter of 2013.

The department successfully administered five vacancy lists for educators in the 2012 school year.

Set HR priorities for the year under review and the impact of these priorities

The department regards as a priority the recruitment of competent managers to be appointed as principals at schools. Representatives of the department at such selection panels were vigilant to ensure that due process was followed.

Another priority was to reduce the numbers of employees on extended periods of leave in order to ease the financial strain on the department since this necessitates the appointment of substitute educators.

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

The department continued to grant pre-service bursaries to students to become educators and directed such bursaries to specific studies. Furthermore 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. During the period 1 April 2012 to 31 December 2012, 283 (57.76%) Funza Lushaka bursary holders (2011 bursary holders that qualified for placement in 2012) out of 490 were successfully placed. During the period 1 January 2013 to 31 March 2013, 298 Funza Lushaka bursary holders (2012 bursary holders that qualified for placement in 2013) out of 669 (44.54%) were successfully placed in permanent, relief or temporary posts.

With the filling of SMS posts, the department placed emphasis on the results of the competency based assessment to which candidates were subjected.

Employee performance management framework

The department embraced and subscribed to the prescribed policies in respect of performance management and ensured that all staff, educators as well as public service staff, were well informed of the expectations of the Employer.

Employee wellness programmes

An external service provider rendered a service in respect of the entire provincial government and the department ascribed to such programme.

This programme provides on-going support in respect of the psychological, emotional and lifestyle needs of employees. It is a programme focusing 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 days is to promote healthy lifestyles and raise awareness 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 department hosted 6 Health and Wellness Awareness Days and also created awareness by arranging 19 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period.

Policy development

The department availed the school post establishments for all schools for 2013 before the end of August 2012. This enabled schools to commence timeously with their planning for 2013 and also created sufficient opportunity for schools to appeal for more posts where deemed necessary.

An e-Recruitment system ("Recruiting the best") was implemented with effect from January 2013. The system enables all educators to complete their personal profile on the system and use that platform to apply online for advertised posts. The system is still under close scrutiny to ensure the success thereof.

The department volunteered to participate in the Pensions e-Channeling system. This system allows for the electronic processing of pension withdrawal for beneficiaries and has reduced the turn-around time for the actual payment of benefits remarkably.

Challenges faced by the department

The decrease in learner numbers during the course of a school year has a consequence that some schools have more educators than the learner/educator ratio allows as the year proceeds.

Future HR plans/goals

The rollout of the e-Recruitment system to office based educators and also to public service staff.

The provision of online applications for institutional based educator posts to schools in electronic format.

3. Human Resource Oversight Statistics

3.1. Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2). In particular, it provides an indication of the amount spent on personnel expenditure in terms of each of the programmes or salary bands within the department.

Programme	Programme Designation
Programme 1	Administration
Programme 2	Public Ordinary School Education
Programme 3	Independent School Education
Programme 4	Public Special School Education
Programme 5	Further Education and Training Colleges
Programme 6	Adult Basic Education and Training
Programme 7	Early Childhood Development
Programme 8	Auxiliary and Associated Services

Table 3.1.1: Personnel expenditure by programme, 2012/13

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Goods & Services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Programme 1	510 807	248 252	7 198	0	1.74	310.70	799
Programme 2	11 655 694	9 388 908	41 882	0	65.71	266.79	35 192
Programme 3	72 321	0	0	0	0	0	0
Programme 4	835 176	668 879	0	0	4.68	236.27	2 831
Programme 5	597 523	273 819	0	0	1.92	279.98	978
Programme 6	36 920	*1 587	0	0	0.01	*176.3	9
		**4 258	0	0	0.03	0	0
Programme 7	421 351	64 203	0	0	0.45	313.19	205
Programme 8	158 318	***25 206	0	0	0.18	***229.15	110
		****60 696	0	0	0.42	0	0
Total	14 288 110	10 735 885	49 080	0	75.14	267.57	40 124

Note:

* The personnel expenditure in respect of Programme 6 (Adult Basic Education and Training) amounting to R1,587 m is in respect of the 9 full-time permanently employed employees. The indicated average personnel cost is therefore only in respect of the fulltime employees

** The amount of R4,258 m reflects the amount in respect of the expenditure pertaining to 37 educators appointed on a per-hourly basis for tuition at ABET-centres.

*** The personnel expenditure in respect of Programme 8 (Auxiliary and Associated Services) amounting to R25,206 m, is in respect of the 110 full-time permanently employed employees. The indicated average personnel cost is therefore only in respect of the Full-time employees.

**** The amount of R60,696 m reflects the amount in respect of the expenditure of Examiners / Moderators/Markers and temporary administrative support staff (for the 2012 Matric examinations) as well asHIV/AIDS support staff.

Table 3.1.2: Personnel expenditure by salary bands, 2012/13

Salary bands	Personnel Expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Lower skilled (Levels 1-2)	284 047	2.64	92.01	3, 087
Skilled (Levels 3-5)	670 766	6.23	140.39	4, 778
Highly skilled production (Levels 6-8)	6 201 664	57.59	265.14	23, 390
Highly skilled supervision (Levels 9-12)	3 567 327	33.13	404.46	8, 820
Senior management (Levels 13-16)	44 890	0.42	916.12	##49
Total	#10 768 694	100.00	268.39	40 124

Note:

The total personnel expenditure in tables 4.1.1 and 4.1.2 differs because some transactions are made directly on BAS

The total number of employees indicated in tables 4.1.1 and 4.1.2 above includes both public service staff and educators. The number of employees in the salary band 13 – 16 includes the 6 Chief Executive Officers attached to the Further Education and Training Colleges

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 used for these items.

Table 3.1.3: Salaries, Overtime, Housing Allowance and Medical Assistance by programme, 2012/13

Programme	Salaries		Overtime		Housing Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing Allowance as a % of personnel expenditure	Amount (R'000)	Medical Assistance as a % of personnel expenditure
Programme 1	179 076	1.66	2,203	0.02	6 205	0.06	11 061	0.10
Programme 2	7 031 109	65.29	295	0.00	219 464	2.04	417 237	3.87
Programme 4	493 024	4.58	61	0.00	17 523	0.16	29 744	0.28
Programme 5	206 344	1.92	0	0.00	5 909	0.05	11 305	0.10
Programme 6	7 497	0.07	0	0.00	258	0.00	403	0.00
Programme 7	47 867	0.44	0	0.00	1 094	0.01	2 586	0.02
Programme 8	33 681	0.31	1,407	0.01	1 124	0.01	1 999	0.02
Total	7 998 598	74.28	3 966	0.03	251 577	2.34	474 335	4.40

Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary bands, 2012/13

Salary Bands	Salaries		Overtime		Housing Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing Allowance as a % of personnel expenditure	Amount (R'000)	Medical Assistance as a % of personnel expenditure
Lower skilled (Levels 1-2)	200 409	1.86	93	0.00	15 494	0.14	15 819	0.15
Skilled (Levels 3-5)	476 095	4.42	1 659	0.01	29 429	0.27	41 627	0.39
Highly skilled production (Levels 6-8)	4 607 545	42.79	1 760	0.01	142 636	1.32	285 193	2.65
Highly skilled supervision (Levels 9-12)	2 684 711	24.93	454	0.00	64 018	0.59	131 098	1.22
Senior management (Levels 13-16)	29 838	0.28	0	0.00	0	0.00	598	0.01
Total	7 998 598	74.28	3 966	0.03	251 577	2.34	474 335	4.40

3.2. 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 4.2.1) and salary band (Table 4.2.2).

Table 3.2.1: Employment and vacancies by programme, as at 31 March 2013

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	827	48	784	5.00	15	799
	Programme 2	35 032	259	34 841	1.00	351	35 192
	Programme 4	3158	9	2 798	11.00	33	2 831
	Programme 5	1 280	150	978	24.00	0	978
	Programme 6	12	0	9	25.00	0	9
	Programme 7	14	0	205	0.00	0	205
	Programme 8	109	25	110	0.00	0	110
	Total	40 432	491	39 725	2.00	399	40 124
Educators	Programme 1	99	7	108	0.00	6	114
	Programme 2	28 459	24	28 489	0.00	147	28 636
	Programme 4	2 054	0	1 844	10.00	16	1 860
	Programme 5	886	0	811	8.00	0	811
	Programme 6	4	0	2	50.00	0	2
	Programme 7	14	0	**205	0.00	0	205
	Programme 8	0	0	0	0.00	0	0
	Total	31 516	31	31 459	0.00	*169	31 628

Public Service Personnel	Programme 1	728	41	676	7.00	9	685
	Programme 2	6 573	235	6 352	3.00	204	6 556
	Programme 4	1 104	9	954	14.00	17	971
	Programme 5	394	150	167	58.00	0	167
	Programme 6	8	0	7	13.00	0	7
	Programme 7	0	0	0	0.00	0	0
	Programme 8	109	25	110	0.00	0	110
	Total	8 916	460	8 266	7.00	230	8 496

Note:

* 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 7: Posts of educator: pre-primary are abolished as they become vacant. The WCED adopted a policy according to which the vacated posts are replaced by a subsidy payment in an effort to create more learning sites for pre-primary learners (Early Childhood Development). 205 Educators in Programme 7 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 have sufficient staff.

Table 3.2.2: Employment and vacancies by salary bands, as at 31 March 2013

Personnel Group		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)	3 265	232	3 094	5.00	72	3 166
	Skilled (Levels 3-5)	4 238	99	3 846	9.00	92	4 834
	Highly skilled production (Levels 6-8)	28 661	104	28 817	0.00	184	28 105
	Highly skilled supervision (Levels 9-12)	4 218	56	3 921	7.00	49	3 970
	Senior Management (Levels 13-16)	50	0	47	6.00	2	49
	Total	40 432	491	39 725	2.00	399	40 124
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	0	0	0	0.00	0	*896
	Highly skilled production (Levels 6-8)	27 502	4	27 722	0.00	127	26 953
	Highly skilled supervision (Levels 9-12)	4 014	27	3 737	7.00	42	3 779
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total	31 516	31	31 459	0.00	169	31 628

Personnel Group		Number of funded posts	Unfunded Posts	Number of Posts Filled	Vacancy Rate %	Number of persons additional to the establishment	Total number of employees
Public Service Personnel	Lower Skilled (Levels 1-2)	3 265	232	3 094	5.00	72	3 166
	Skilled (Levels 3-5)	4 238	99	3 846	9.00	92	3 938
	Highly skilled production (Levels 6-8)	1 159	100	1 095	6.00	57	1 152
	Highly skilled supervision (Levels 9-12)	204	29	184	10.00	7	191
	Senior Management (Levels 13-16)	50	0	47	6.00	2	49
	Total	8 916	460	8 266	7.00	230	8 496

Note:

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 6-7. The reality is that the WCED does have under-qualified and unqualified educators in the system. These are the 896 educators who are remunerated at salary levels 3-5 because they do not meet the minimum post requirements to be paid at salary levels 6-7. These educators are all appointed against approved posts indicated in the salary band 6-8 in this table.

3.3. Job Evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities 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. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table (Table 3.3.1) summarises the number of posts that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.3.1: Job Evaluation, 1 April 2012 to 31 March 2013

Salary Band	Total number of posts as on 31/03/ 2013	Number of posts evaluated	% of posts evaluated by Salary Bands	Posts Upgraded		Posts Downgraded	
				Number	% of number of posts	Number	% of number of posts
Lower skilled (Levels 1-2)	3 265	0	0.00	0	0.00	0	0.00
Skilled (Levels 3-5)	4 238	0	0.00	0	0.00	0	0.00
Highly skilled production (Levels 6-8)	1 159	65	5.60	0	0.00	0	0.00
Highly skilled supervision (Levels 9-12)	204	24	11.76	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	36	0	0.00	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	9	0	0.00	0	0.00	0	0.00
Senior Management Service Band C (Level 15)	4	1	25.00	0	0.00	0	0.00
Senior Management Service Band D (Level 16)	1	0	0.00	0	0.00	0	0.00
Total	8 916	90	1.00	0	0.00	0	0.00

Note: All SMS posts were job evaluated in 2010. Educator posts are not subjected to job evaluation and thus excluded from the table above.

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2012 to 31 March 2013

Beneficiaries	African	Coloured	Indian	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with a disability					0

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation (including higher notches awarded). Reasons for the deviation are provided in each case.

Table 3.3.3: Employees whose salary level exceed the grade determined by job evaluation, as at 31 March 2013 (in terms of PSR 1.V.C.3)

Total Number of Employees whose salaries exceeded the level determined by job evaluation (including awarding of higher notches) in 2012/2013	Nil
--	-----

Table 3.3.4: Profile of employees whose salary level exceed the grade determined by job evaluation, as at 31 March 2013 (in terms of PSR 1.V.C.3)

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2012/ 2013	Nil
---	-----

3.4. Employment Changes

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 (Table 3.5.1).

Table 3.4.1: Annual turnover rates by salary band, 1 April 2012 to 31 March 2013

Personnel Group	Salary Band	Number of Employees per band as on 31/03/2012	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turnover rate %
All Personnel	Lower skilled (Levels 1-2)	3 115	3 352	0	3 352	3 219	1	3 220	103.00
	Skilled (Levels 3-5)	4 857	5 015	4	5 019	4 323	6	4 329	89.00
	Highly skilled production (Levels 6-8)	23 633	10 656	33	10 689	10 803	30	10 833	46.00
	Highly skilled supervision (Levels 9-12)	8 652	632	23	655	1 058	9	1 067	12.00
	Senior Management Service Band A (Level 13)	40	2	0	2	5	0	5	13.00
	Senior Management Service Band B (Level 14)	9	0	0	0	0	1	1	11.00
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	40 310	19 657	60	19 717	19 408	47	19 455	48.00
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0
	Skilled (Levels 3-5)	1 059	3 393	1	3 394	2 681	0	2 681	253.00
	Highly skilled production (Levels 6-8)	22 319	10 381	27	10 408	10 487	22	10 509	47.00
	Highly skilled supervision (Levels 9-12)	8 453	595	16	611	1 002	4	1 006	12.00
	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	31 831	14 369	44	14 413	14 170	26	14 196	45.00
Public Service	Lower skilled (Levels 1-2)	3 115	3 352	0	3 352	3 219	1	3 220	103.00
	Skilled (Levels 3-5)	3 798	1 622	3	1 625	1 642	6	1 648	43.00
	Highly skilled production (Levels 6-8)	1 314	275	6	281	316	8	324	25.00
	Highly skilled supervision (Levels 9-12)	199	37	7	44	56	5	61	31.00
	Senior Management Service Band A (Level 13)	40	2	0	2	5	0	5	13.00
	Senior Management Service Band B (Level 14)	9	0	0	0	0	1	1	11.00
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	8 479	5 288	16	5 304	5 238	21	5 259	62.00

Note: Column 3 (number of employees) includes all Nature of Appointments and Supernumerary 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 3.4.2: Staff exiting the employ of the department, 1 April 2012 to 31 March 2013

Group	Termination type	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2013
All Personnel	Death / Demise	95	0.49	0.24
	Resignation	585	3.01	1.45
	Expiry of contract	17 850	91.74	44.28
	Dismissal - operational changes	5	0.03	0.01
	Dismissal - misconduct	67	0.34	0.17
	Dismissal - inefficiency	0	0.00	0.00
	Discharged due to ill-health	100	0.51	0.25
	Retirement	705	3.62	1.75
	Employee initiated severance package	2	0.01	0.00
	Transfer to other Public Service Departments	48	0.25	0.12
	Grand Total	19 457	100.00	48.27
Educators	Death / Demise	74	0.52	0.23
	Resignation	504	3.55	1.58
	Expiry of contract	12 963	91.31	40.72
	Dismissal - operational changes	5	0.04	0.02
	Dismissal - misconduct	36	0.25	0.11
	Dismissal - inefficiency	0	0.00	0.00
	Discharged due to ill-health	75	0.53	0.24
	Retirement	512	3.61	1.61
	Employee initiated severance package	1	0.01	0.00
	Transfer to other Public Service Departments	27	0.19	0.08
	Grand Total	14 197	100.00	44.60
Public Service Staff	Death / Demise	21	0.40	0.25
	Resignation	81	1.54	0.96
	Expiry of contract	4 887	92.91	57.64
	Dismissal - operational changes	0	0.00	0.00
	Dismissal - misconduct	31	0.59	0.37
	Dismissal - inefficiency	0	0.00	0.00
	Discharged due to ill-health	25	0.48	0.29
	Retirement	193	3.67	2.28
	Employee initiated severance package	1	0.02	0.01
	Transfer to other Public Service Departments	21	0.40	0.25
	Grand Total	5 260	100.00	62.04

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 3.4.3: Reasons why staff resigned, 1 April 2012 to 31 March 2013

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	2	0.01
	Bad health	10	0.05
	Better remuneration	38	0.20
	Emigration	4	0.02
	Further studies	1	0.01
	Marriage	4	0.02
	Nature of work	10	0.05
	No reason (predominantly "expiry of contract")	18 843	97.09
	Other education department	4	0.02
	Other occupation	38	0.20
	Own business	1	0.01
	Personal grievances	10	0.05
	Reorganisation	1	0.01
	Resigning of position	435	2.24
	Translation permanent	1	0.01
	Housewife	1	0.01
	Transfer (spouse)	2	0.01
	Misconduct	1	0.01
	EISP	1	0.01
	Non-Teaching Post	1	0.01
Grand Total	19 408	100.00	
Educators	Age	2	0.01
	Bad health	7	0.05
	Better remuneration	32	0.23
	Emigration	4	0.03
	Further studies	1	0.01
	Marriage	4	0.03
	Nature of work	7	0.05
	No reason (predominantly "expiry of contract")	13 683	96.56
	Other education department	4	0.03
	Other occupation	25	0.18
	Own business	1	0.01
	Personal grievances	6	0.04
	Reorganisation	0	0.00
	Resigning of position	387	2.73
	Translation permanent	1	0.01
	Housewife	1	0.01
	Transfer (spouse)	2	0.01
	Misconduct	1	0.01
EISP	1	0.01	
Non-Teaching Post	1	0.01	
Grand Total	14 170	100.00	

Group	Termination type	All Personnel Number	% of Total Exits
Public Service Staff	Age	0	0.00
	Bad health	3	0.06
	Better remuneration	6	0.11
	Emigration	0	0.00
	Further studies	0	0.00
	Marriage	0	0.00
	Nature of work	3	0.06
	No reason (pre-dominantly "expiry of contract")	5 160	98.51
	Other education department	0	0.00
	Other occupation	13	0.25
	Own business	0	0.00
	Personal grievances	4	0.08
	Reorganisation	1	0.02
	Resigning of position	48	0.92
	Translation permanent	0	0.00
	Housewife	0	0.00
	Transfer (spouse)	0	0.00
	Misconduct	0	0.00
	EISP	0	0.00
	Non-Teaching Post	0	0.00
Grand Total	5 238	100.00	

Table 3.4.3 (1): Reasons why permanent staff resigned, 1 April 2012 to 31 March 2013

Group	Termination type	All Personnel 0 Number	% of Total Exits
All Personnel	Age	2	0.38
	Bad Health	9	1.70
	Better Remuneration	35	6.60
	Emigration	4	0.75
	Further studies	1	0.19
	Marriage	4	0.75
	Nature of work	9	1.70
	No reason	17	3.21
	Other Education Department	4	0.75
	Other Occupation	31	5.85
	Own Business	1	0.19
	Personal Grievances	7	1.32
	Resigning from position	401	75.66
	Housewife	1	0.19
	Transfer (Spouse)	2	0.38
	Misconduct	1	0.19
	Non-teaching post	1	0.19
	Grand Total	530	100.00

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	2	0.44
	Bad Health	6	1.31
	Better Remuneration	30	6.54
	Emigration	4	0.87
	Further studies	1	0.22
	Marriage	4	0.87
	Nature of work	6	1.31
	No reason	14	3.05
	Other Education Department	4	0.87
	Other Occupation	21	4.58
	Own Business	1	0.22
	Personal Grievances	3	0.65
	Resigning from position	358	78.00
	Housewife	1	0.22
	Transfer (Spouse)	2	0.44
	Misconduct	1	0.22
	Non-teaching post	1	0.22
	Grand Total	459	100.00
	Public Service Staff	Age	0
Bad Health		3	4.23
Better Remuneration		5	7.04
Emigration		0	0.00
Further studies		0	0.00
Marriage		0	0.00
Nature of work		3	4.23
No reason		3	4.23
Other Education Department		0	0.00
Other Occupation		10	14.08
Own Business		0	0.00
Personal Grievances		4	5.63
Resigning from position		43	60.56
Housewife		0	0.00
Transfer (Spouse)		0	0.00
Misconduct		0	0.00
Non-teaching post		0	0.00
Grand Total		71	100.00

Table 3.4.4: Different Age groups of permanent staff who resigned, 1 April 2012 to 31 March 2013

Ages	Resignations all Staff	All Staff - %	Resignations educators	Educators - %	Resignations Public Service staff	Public Service staff - %
Ages 19<	0	0.00	0	0.00	0	0.00
Ages 20 to 24	32	6.97	32	6.04	0	0.00
Ages 25 to 29	99	20.48	94	18.68	5	7.04
Ages 30 to 34	56	11.11	51	10.57	5	7.04
Ages 35 to 39	51	8.50	39	9.62	12	16.90
Ages 40 to 44	100	18.74	86	18.87	14	19.72
Ages 45 to 49	96	17.43	80	18.11	16	22.54
Ages 50 to 54	55	9.37	43	10.38	12	16.90
Ages 55 to 59	31	5.66	26	5.85	5	7.04
Ages 60 to 64	10	1.74%	8	1.89	2	2.82
Ages 65>	0	0.00	0	0.00	0	0.00
Grand Total	530	100	459	100.00	71	100.00

Table 3.4.4: Granting of employee initiated severance packages by salary band, 1 April 2012 to 31 March 2013

Personnel Group	Salary Band	Number of Packages Instated
All Personnel	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	1
	Highly skilled supervision (Levels 9-12)	1
	Senior Management Service Band A	0
	Senior Management Service Band B	0
	Senior Management Service Band C	0
	Senior Management Service Band D	0
	Total	2
Educators	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	0
	Highly skilled supervision (Levels 9-12)	1
	Senior Management Service Band A	0
	Senior Management Service Band B	0
	Senior Management Service Band C	0
	Senior Management Service Band D	0
	Total	1

Personnel Group	Salary Band	Number of Packages Instated
Public Service	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	1
	Highly skilled supervision (Levels 9-12)	0
	Senior Management Service Band A	0
	Senior Management Service Band B	0
	Senior Management Service Band C	0
	Senior Management Service Band D	0
	Total	1

Table 3.4.6: Promotions by salary band, 1 April 2012 to 31 March 2013

Personnel Group	Salary Band	Employees as at 31/03/2012	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)	3 115	788	25.30	2 456	78.84
	Skilled (Levels 3-5)	4 857	281	5.79	3 651	75.17
	Highly skilled production (Levels 6-8)	23 633	651	2.75	19 908	84.24
	Highly skilled supervision (Levels 9-12)	8 652	915	10.58	8 086	93.46
	Senior Management (Levels 13-16)	53	3	5.66	42	79.25
	Total	40 310	2 638	6.54	34 143	84.70
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	1 059	1	0.09	330	31.16
	Highly skilled production (Levels 6-8)	22 319	591	2.65	19 105	85.60
	Highly skilled supervision (Levels 9-12)	8 453	887	10.49	7 969	94.27
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	31 831	1 479	4.65	27 404	86.09
Public service	Lower Skilled (Levels 1-2)	3 115	788	25.30	2 456	78.84
	Skilled (Levels 3-5)	3 798	280	7.37	3 321	87.44
	Highly skilled production (Levels 6-8)	1 314	60	4.57	803	61.11
	Highly skilled supervision (Levels 9-12)	199	28	14.07	117	58.79
	Senior Management (Levels 13-16)	53	3	5.66	42	79.25
	Total	8 479	1 159	13.67	6 739	79.48

3.5. Employment Equity

The following table provides a summary of the total workforce profile per occupational levels. Temporary employees provide the total of workers employed for three consecutive months or less. The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2013

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	1	3	1	2	1	2	1	1	0	0	12
Senior management (Level 13)	3	12	1	7	5	7	0	2	0	0	37
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	131	641	10	294	71	158	6	75	0	1	1 387
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	581	3 830	37	1 029	1 356	5 024	49	2353	4	7	14 270
Semi-skilled and discretionary decision making (Levels 4-7)	1 196	2 678	14	624	3 963	7 697	49	2 940	82	37	19 280
Unskilled and defined decision making (Levels 1-3)	602	1 984	3	102	385	1 871	1	151	27	12	5 138
Total	2 514	9 148	66	2 058	5 781	14 759	106	5 522	113	57	40 124

Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2013

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	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	2	2	0	2	0	1	0	5	0	0	12
Semi-skilled and discretionary decision making (Levels 4-7)	2	2	0	2	1	2	0	1	0	0	10
Unskilled and defined decision making (Levels 1-3)	2	3	0	1	1	3	0	0	0	0	10
Total	6	7	0	5	2	6	0	6	0	0	32

Table 3.5.3: Recruitment, 1 April 2012 to 31 March 2013

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	1	0	0	0	1	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	14	28	0	21	10	14	0	9	0	0	96
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	55	767	8	130	227	1 044	6	267	0	1	2 505
Semi-skilled and discretionary decision making (Levels 4-7)	596	1 565	11	312	2 197	4 546	45	1 673	237	104	11 286
Unskilled and defined decision making (Levels 1-3)	500	1 932	12	163	493	2 062	3	366	177	60	5 768
Total	1 165	4 293	31	626	2 927	7 667	54	2 315	414	165	19 657

Table 3.5.4: Promotions, 1 April 2012 to 31 March 2013

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	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	10	62	0	30	6	23	1	4	0	0	136
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	54	343	5	68	154	509	6	206	0	2	1347
Semi-skilled and discretionary decision making (Levels 4-7)	8	43	0	3	11	44	0	4	1	0	114
Unskilled and defined decision making (Levels 1-3)	187	406	0	8	104	317	0	15	0	0	1 037
Total	259	855	5	109	275	893	7	229	1	2	2 635

Table 3.5.5: Terminations, 1 April 2012 to 31 March 2013

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	2	0	3	0	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	20	75	0	43	14	23	1	15	1	0	192
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	70	895	11	185	256	1 230	7	389	0	1	3 044
Semi-skilled and discretionary decision making (Levels 4-7)	606	1 583	9	284	2 150	4 722	40	1 595	254	107	11 350
Unskilled and defined decision making (Levels 1-3)	460	1 693	11	132	349	1 724	2	237	159	50	4 817
Total	1 156	4 248	31	647	2 769	7 699	50	2 236	414	158	19 408

Table 3.5.6: Skills development, 1 April 2012 to 31 March 2013

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 14-16)	0	0	1	0	1	0	0	0	2
Senior management (Level 13)	1	0	1	2	0	5	0	0	9
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	548	2 219	32	1 073	1 042	3 172	42	1 721	9 849
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	5	11	0	7	15	47	0	28	113
Semi-skilled and discretionary decision making (Levels 4-7)	10	27	1	2	49	128	1	59	277
Unskilled and defined decision making (Levels 1-3)	21	46	0	8	7	41	0	12	135
Total	585	2 303	35	1 092	1 114	3 393	43	1 820	10 385

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.

3.6. Signing of Performance Agreements by SMS Members

Table 3.6.1: Signing of Performance Agreements by SMS Members, as at 31 May 2012

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	0.00
Salary Level 15	4	3	3	100.00
Salary Level 14	9	8	8	100.00
Salary Level 13	36	41	41	100.00
Total	50	53	53	100.00

Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS on 31 May 2012

Reasons for not concluding Performance Agreements with all SMS
N/A

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2012

Disciplinary steps taken against SMS Members for not having concluded Performance Agreements
N/A

3.7. Filling of SMS Posts

Table 3.7.1: SMS posts information, as at 30 September 2012

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	9	0	7	77.77	2	22.22
Salary Level 13	36	0	*40	111.11	1	2.77
Total	50	0	51	102.00	4	8.00

Note:

Two (2) SMS members carried above the WCED establishment plus two (2) SMS members in the Office of the Minister of Education in the Western Cape and one (1) SMS member managing a district project.

Table 3.7.2: SMS posts information, as at 31 March 2013

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	4	100.00	0	0.00
Salary Level 14	9	0	7	77.78	2	22.22
Salary Level 13	36	0	38	102.78	1	2.77
Total	50	0	50	100.00	3	6.00

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 3.7.3: Advertising and Filling of SMS posts, as at 31 March 2013

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	0	0	0
Salary level 16, but not HOD	0	0	0
Salary Level 15	1	1	0
Salary Level 14	1	1	0
Salary Level 13	0	0	0
Total	2	2	0

Table 3.7.4: Reasons for not having complied with the filling of funded vacant SMS posts – Advertised within 6 months and filled within 12 months after becoming vacant

SMS Level	Reasons for non-compliance
Director-General/ Head of Department	Not applicable
Salary level 16, but not HOD	Not applicable
Salary Level 15	Not applicable
Salary Level 14	Not applicable
Salary Level 13	Not applicable

Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months
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 2011/12, but paid in the financial year 2012/13. The information is presented in terms of race, gender, and disability (Table 4.8.1) and salary bands (table 4.8.2).

Table 3.8.1: Performance Rewards by race, gender, and disability, 1 April 2012 to 31 March 2013

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost (R'000) per beneficiary
African	184	1 612	11.41	926	5.03
Male	66	769	8.58	341	5.17
Female	118	843	14.00	585	4.96
Coloured	976	5 964	16.36	5 328.00	5.46
Male	316	2 531	12.49	1 673	5.29
Female	660	3 433	19.23	3 655	5.54
Indian	4	28	14.29	22	5.50
Male	0	12	0.00	0	0.00
Female	4	16	25.00	22	5.50
White	269	854	31.50	1 992	7.41
Male	37	179	20.67	360	9.73
Female	232	675	34.37	1 632	7.03
Employees with a disability	5	21	23.81	23	4.60
Total	1 438	8 479	16.96	8 291	5.77

Table 3.8.2: Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2012 to 31 March 2013

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
Public Service Personnel						
Lower skilled (Levels 1-2)	238	3 115	8.00	694	2.92	0.24
Skilled (Levels 3-5)	710	3 798	19.00	3 206	4.52	0.48
Highly skilled production (Levels 6-8)	434	1 314	33.00	3 241	7.47	0.05
Highly skilled supervision (Levels 9-12)	49	199	25.00	867	17.69	0.02
Total	1 431	8 426	17.00	8008	5.60	0.07

Table 3.8.3: Performance related rewards (cash bonus), by salary band, for Senior Management Service, 1 April 2012 to 31 March 2013

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
Public Service Personnel						
Lower skilled (Levels 1-2)	6	40	15.00	238	39.67	0.54
Skilled (Levels 3-5)	1	9	11.00	44	44.00	0.10
Highly skilled production (Levels 6-8)	0	3	0.00	0	0	0.00
Highly skilled supervision (Levels 9-12)	0	1	0.00	0	0	0.00
Total	7	53	13.00	282	40.29	0.64

3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

Table 3.9.1: Foreign Workers by salary band, 1 April 2012 to 31 March 2013

Personnel Group	Salary Band	1 April 2012		31 March 2013		Change	
		Number	% of total	Number	% of total	Number	% in Salary Band
All Personnel	Lower skilled (Levels 1-2)	3	2.00	2	1.00	-1	8.00
	Skilled (Levels 3-5)	69	38.00	57	34.00	-12	92.00
	Highly skilled production (Levels 6-8)	106	58.00	104	61.00	-2	15.00
	Highly skilled supervision (Levels 9-12)	5	3.00	7	4.00	2	-15.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	183	100.00	170	100.00	-13	100.00
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	66	38.00	55	33.00	-11	110.00
	Highly skilled production (Levels 6-8)	105	60.00	103	62.00	-2	20.00
	Highly skilled supervision (Levels 9-12)	4	2.00	7	4.00	3	-30.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	175	100.00	165	100.00	-10	100.00
Public Service	Lower skilled (Levels 1-2)	3	38.00	2	40.00	-1	33.00
	Skilled (Levels 3-5)	3	38.00	2	40.00	-1	33.00
	Highly skilled production (Levels 6-8)	1	13.00	1	20.00	0	0.00
	Highly skilled supervision (Levels 9-12)	1	13.00	0	0.00	-1	33.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	8	100.00	5	100.00	-3	100.00

3.10. Leave Utilisation for the period 1 January 2012 to 31 December 2012

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 (Table 3.10.1) and incapacity leave (Table 3.10.2). In both cases, the estimated cost of the leave is also provided.

Table 3.10.1(a): Sick leave, 1 January 2012 to 31 December 2012

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)	13 461	11 498	85.42	1 819	6.81	7	4	3 387
	Skilled (Levels 3-5)	24 150	19 981	82.74	3 096	11.59	8	5	9 087
	Highly skilled production (Levels 6-8)	119 980	93 059	77.56	16 121	60.37	7	5	89 949
	Highly skilled supervision (Levels 9-12)	43 509	34 756	79.88	5 632	21.09	8	5	49 045
	Senior Management (Levels 13-16)	264	222	84.09	35	0.13	8	5	579
	Total	201 364	159 516	79.22	26 703	100.00	8	5	152 048
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	2 782	2 116	76.06	487	2.31	6	3	1 261
	Highly skilled production (Levels 6-8)	111 329	86 046	77.29	15 137	71.73	7	5	84 548
	Highly skilled supervision (Levels 9-12)	42 305	33 788	79.87	5 479	25.96	8	5	47 732
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	156 416	121 950	77.97	21 103	100.00	7	5	133 541
Public service	Lower skilled (Levels 1-2)	13 461	11 498	85.42	1 819	32.48	7	4	3 387
	Skilled (Levels 3-5)	21 368	17 865	83.61	2 609	46.59	8	5	7 826
	Highly skilled production (Levels 6-8)	8 651	7 013	81.07	984	17.57	9	7	5 401
	Highly skilled supervision (Levels 9-12)	1 204	968	80.40	153	2.73	8	6	1 313
	Senior Management (Levels 13-16)	264	222	84.09	35	0.63	8	5	579
	Total	44 948	37 566	83.58	5 600	100.00	8	5	18 506

Table 3.10.1 (b): Sick leave only, 1 January 2012 to 31 December 2012

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)	11 134	9 171	82.00	1 786	7.00	6	3	2 806
	Skilled (Levels 3-5)	19 409	15 240	79.00	3 018	12.00	6	4	7 353
	Highly skilled production (Levels 6-8)	98 043	71 282	73.00	15 763	60.00	6	4	72 992
	Highly skilled supervision (Levels 9-12)	33 323	24 638	74.00	5 497	21.00	6	4	37 297
	Senior Management (Levels 13-16)	167	125	75.00	35	0.00	5	3	375
	Total	162 076	120 456	74.00	26 099	100.00	6	4	120 823
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0.00	0	0	0
	Skilled (Levels 3-5)	2 533	1 867	74.00	480	2.00	5	3	1 136
	Highly skilled production (Levels 6-8)	91 800	66 675	73.00	14 821	72.00	6	4	69 097
	Highly skilled supervision (Levels 9-12)	32 341	23 892	74.00	5 347	26.00	6	4	36 219
	Senior Management (Levels 13-16)	0	0	0	0	0.00	0	0	0
	Total	122 674	92 434	73.00	20 648	100.00	6	4	106 452
Public service	Lower skilled (Levels 1-2)	11 134	9 171	82.00	1 786	33.00	6	3	2 806
	Skilled (Levels 3-5)	16 876	13 373	79.00	2 538	47.00	7	4	6 217
	Highly skilled production (Levels 6-8)	6 243	4 607	74.00	942	17.00	7	5	3 895
	Highly skilled supervision (Levels 9-12)	982	746	76.00	150	3.00	7	5	1 078
	Senior Management (Levels 13-16)	167	125	75.00	35	1.00	5	3	375
	Total	35 402	28 022	79.00	5 451	100.00	6	4	14 370

Table 3.10.2: Incapacity leave, 1 January 2012 to 31 December 2012

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)	2 312	2 312	100.00	79	6.00	29	1	619
	Skilled (Levels 3-5)	4 594	4 594	100.00	148	12.00	31	1	1 712
	Highly skilled production (Levels 6-8)	21 274	21 116	99.00	706	57.00	30	1	16 104
	Highly skilled supervision (Levels 9-12)	9 935	9 867	99.00	294	24.00	34	1	11 153
	Senior Management (Levels 13-16)	97	97	100.00	1	0.00	97	2	205
	Total	38 212	37 986	99.00	1 228	100.00	31	1	29 794

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	0	0.00	0	0	0
	Skilled (Levels 3-5)	249	249	100.00	11	1.00	23	0	123
	Highly skilled production (Levels 6-8)	18 883	18 727	99.00	625	68.00	30	1	14 629
	Highly skilled supervision (Levels 9-12)	9 716	9 648	99.00	285	31.00	34	1	10 905
	Senior Management (Levels 13-16)	0	0	0	0	0.00	0	0	0
	Total	28 848	28 624	99.00	921	100.00	31	1	25 657
Public service	Lower skilled (Levels 1-2)	2 312	2 312	100.00	79	26.00	29	1	619
	Skilled (Levels 3-5)	4 345	4 345	100.00	137	45.00	32	1	1 589
	Highly skilled production (Levels 6-8)	2 391	2 389	100.00	81	26.00	30	2	1 475
	Highly skilled supervision (Levels 9-12)	219	219	100.00	9	3.00	24	1	248
	Senior Management (Levels 13-16)	97	97	100.00	1	0.00	97	2	205
	Total	9 364	9 362	100.00	307	100.00	31	1	4 137

Table 3.10.3 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, 1 January 2012 to 31 December 2012

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)	20 939	11	1 955
	Skilled (Levels 3-5)	34 235	13	2 734
	Highly skilled production (Levels 6-8)	25 782	7	3 457
	Highly skilled supervision (Levels 9-12)	27 104	9	2 964
	Senior Management (Levels 13-16)	1 116	21	53
	Total	109 176	10	11 163
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	45	3	13
	Highly skilled production (Levels 6-8)	7 371	3	2 363
	Highly skilled supervision (Levels 9-12)	23 056	8	2 767
	Senior Management (Levels 13-16)	0	0	0
	Total	30 472	6	5 143
Public service	Lower skilled (Levels 1-2)	20 939	11	1 955
	Skilled (Levels 3-5)	34 190	13	2 721
	Highly skilled production (Levels 6-8)	18 411	17	1 094
	Highly skilled supervision (Levels 9-12)	4 048	21	197
	Senior Management (Levels 13-16)	1 116	21	53
	Total	78 704	13	6 020

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.

Table 3.10.4: Capped leave, 1 January 2012 to 31 December 2012

Group	Salary Band	Total capped leave available as at 24 Dec 2011	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 21 Dec 2012	Total capped leave available as at 21 Dec 2012
All personnel	Lower skilled (Levels 1-2)	38 191	2 271	74	31	706	27 592
	Skilled (Levels 3-5)	112 415	10 797	223	48	1 703	105 047
	Highly skilled production (Levels 6-8)	508 104	27 999	2 835	10	8 477	446 533
	Highly skilled supervision (Levels 9-12)	539 507	35 012	2 467	14	7 321	525 688
	Senior Management (Levels 13-16)	3 646	231	6	39	30	3 676
	Total	1 201 863	76 310	5 605	14	18 237	1 108 536
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	4 037	779	21	37	35	2 417
	Highly skilled production (Levels 6-8)	447 133	25 209	2 717	9	7 492	389 332
	Highly skilled supervision (Levels 9-12)	531 782	34 558	2 458	14	7 216	517 860
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	Total	982 952	60 546	5 196	12	14 743	909 610
Public service	Lower skilled (Levels 1-2)	38 191	2 271	74	31	706	27 592
	Skilled (Levels 3-5)	108 378	10 018	202	50	1 668	102 629
	Highly skilled production (Levels 6-8)	60 971	2 790	118	24	985	57 200
	Highly skilled supervision (Levels 9-12)	7 725	454	9	50	105	7 828
	Senior Management (Levels 13-16)	3 646	231	6	39	30	3 676
	Total	218 911	15 764	409	39	3 494	198 926

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

Table 3.10.5: Leave pay-outs, 1 April 2012 to 31 March 2013

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2012/13 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2012/13	41 384	588	70 380
Current leave pay-outs on termination of service 2012/13	0	0	0
Total	41 384	588	70 380

3.11. HIV and AIDS & Health Promotion Programmes

Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2012 to 31 March 2013

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)	Brochure 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 and AIDS Programmes (tick the applicable boxes and provide the required information), 1 April 2012 to 31 March 2013

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: Human Resource 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 it focuses on i.e. the HIV/AIDS Life Skills Orientation Programme (LSOP) and the HIV and AIDS in the Workplace (HWP). These two programmes support each other in terms of training and advocacy. The WCED Employee Health & Wellness Programme has two officials responsible for this programme one each on Assistant Director level and Human Resource Clerk level, respectively. Budget = R 1 794 580
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		This programme provides on-going support in respect of the psychological, emotional and lifestyle needs of our employees. It is an Employee Health and Wellness Management Programme focusing on, amongst others, HIV and AIDS, stress, financial management, relationships, legal matters, family matters, substance abuse and trauma debriefing. These services are provided by private service providers to ensure confidentiality. This programme also addresses health and wellness issues of employees through Employee Health and Wellness Awareness Days. The aim of these awareness sessions is to promote healthy lifestyles and raise awareness around 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 Department hosted 6 Health and Wellness Awareness Days and also created awareness by arranging 19 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period.

Question	Yes	No	Details, if yes
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: Human Resource Management, responsible Deputy Director and responsible Assistant Director manage the programme and provide quarterly reports to employee parties who also provide inputs to the programme.
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 adopted its own HIV and AIDS Policy in the Workplace, based on the Framework provided by the Provincial Government, which is supported by the HIV&AIDS Transversal policy and Employee Health & Wellness Transversal framework.
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 awareness-raising of the proper context in which HIV and AIDS should be perceived. Unique matters regarding HIV and AIDS, e.g. Confidentiality, disclosure, VCT, etc. are in the WCED's HIV and AIDS Policy and adherence to these are part of line management's responsibility.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	x		HIV Counselling Testing (HCT) is integrally part of broad health assessments conducted during Health and Wellness Awareness Days. The participation of HCT is on average 40% of those who attend the Awareness Days. The Department also communicated through Human Resource Minute 6 of 2012 the National HIV Counselling campaign with the view of encouraging all WCED staff to undergo voluntary HIV counselling and testing. The HCT service provider lists, as well as the Transversal HCT Screening Calendar were attached to the minute. All senior managers and Heads of Education institution were requested to encourage staff to participate in the National HIV Counselling campaign.
8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	x		Monthly and quarterly reports are received from the Employee Health and Wellness service provider indicating the utilisation of the services offered.

Note: The Department of Health co-ordinates the Provincial Employee Aids Programme of which the WCED is part. It gives constructive direction regarding the following key elements / services:

- | | |
|---|---|
| 1. Education and awareness in the workplace | 4. Promoting universal precautions e.g. safety measures to be observed when dealing with blood and body fluids of injured persons |
| 2. Conducting of an HIV/AIDS audit in the workplace to determine infra-structural needs e.g. First Aid kits | 5. Voluntary Counselling and Testing |
| 3. Preventative programmes e.g. distribution of condoms | 6. Promotion of support to HIV/AIDS-infected employees |

DPSA: Employee Health and Wellness Strategic Framework emphasises compliance in regard to HIV/AIDS and TB Management which recommends that core functions of EH&W in the workplace are to:

- | | |
|---|--|
| 1. Mitigate the impact of HIV and AIDS and create an enabling social environment for Care, Treatment and Support. | 3. Implement Peer Educator programmes for employees, targeting behavioural risks |
| 2. Implement Employee Health and Wellness Day programmes for HIV infected and affected work community | |

Medical Assistance for the treatment and care of employees living with HIV/AIDS is provided by GEMS, other medical aids and primary healthcare facilities.

3.12. Labour Relations

The following collective agreements were entered into with trade unions within the department.

Table 3.12.1: Collective agreements, 1 April 2012 to 31 March 2013

Total collective agreements	Nil
-----------------------------	-----

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, 1 April 2012 to 31 March 2013

Type of misconduct	Number	% of total
Theft, bribery, fraud or act of corruption in regard to examinations	4	1.30
Sexual assault on learner	25	8.00
Sexual assault on other employee	1	0.30
Sexual relationship with learner of the same school	1	0.30
Serious assault with intention to cause grievous bodily harm to a learner or student	2	0.60
Serious assault with intention to cause grievous bodily harm to another employee	0	0.00
Illegal possession of an intoxicating illegal or stupefying substance	0	0.00
Failure to comply with or contravention of an Act or any other statute, regulation or legal obligation	7	2.30
Wilful or negligent mismanagement of the finances of the State	22	7.00
Misuse of state property	2	0.60
Unjustifiably prejudices the administration, discipline or efficiency of the Department	4	1.20
Misuses his or her position to promote or to prejudice the interests of any person	1	0.30
Accepts second employment and / or compensation without written approval from the Employer	0	0.00
Fails to carry out a lawful order and / or routine instruction	10	3.20
Absenteeism	29	9.30
Discrimination	0	0.00
Poor performance, for reasons other than incapacity	3	1.00
While on duty, is under the influence of intoxicating substance	6	2.00
Improper, disgraceful and unacceptable conduct	29	9.40
Assaults, or attempt to or threatens to assault	110	36.00
Victimisation and / or intimidation	1	0.30
Give false statements or evidence in the execution of duties, and / or falsification of records	1	0.30
Unlawful industrial action	8	2.60
Common law or statutory offence (theft, fraud and corruption)	17	5.50
Dishonesty	3	1.00
Abscondment	23	7.40
Total	309	100.00

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2012 to 31 March 2013

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	2	0.40
Verbal warning	0	0.00
Written warning	2	0.40
Final written warning	228	42.00
Suspension without pay	37	7.00
Fine	193	35.00
Demotion	3	0.50
Dismissal/ desertion	56	10.00
Not guilty	11	2.00
Case withdrawn	15	2.70
Total	547	100.00

Table 3.12.4: Grievances lodged, 1 April 2012 to 31 March 2013

Grievances lodged	Number	% of Total
Number of grievances resolved	277	69.00
Number of grievances not resolved	127	31.00
Total number of grievances lodged	404	100.00

Table 3.12.5: Disputes lodged with Councils, 1 April 2012 to 31 March 2013

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	46	35.00
Number of disputes dismissed	86	65.00
Total number of disputes lodged	132	100.00

Table 3.12.6: Strike actions, 1 April 2012 to 31 March 2013

Strike actions	Number
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 3.12.7: Precautionary suspensions, 1 April 2012 to 31 March 2013

Precautionary suspensions	Number
Number of Public Servants suspended	4
Number of Educators suspended	31
Number of public servants whose suspension exceeded 30 days	6
Number of educators whose suspension exceeded 90 days	8
Average number of days suspended	85

Cost (R000) of suspensions: R2 088

3.13. Skills Development

This section highlights the efforts of the department with regard to skills development. The tables reflect the training needs as at the beginning of the period under review, and the actual training provided.

Table 3.13.1: Training needs identified, 1 April 2012 to 31 March 2013

Occupational Categories	Gender	Number of employees as at 1 April 2012	Training needs identified at start of reporting period			
			Learner-ships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1 494	0	1 797	0	1 797
	Male	2 443	0	1 385	0	1 385
Professionals	Female	19 062	0	8 014	0	8 014
	Male	7 981	0	3 572	0	3 572
Technicians and associate professionals	Female	137	0	0	0	0
	Male	124	0	0	0	0
Clerks	Female	1 889	0	1 017	0	1 017
	Male	308	0	495	0	495
Service and sales workers	Female	6	0	297	0	297
	Male	25	0	170	0	170
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	1	0	0	0	0
	Male	12	0	0	0	0
Plant and machine operators and assemblers	Female	1	0	121	0	121
	Male	21	0	110	0	110
Labourers and related workers	Female	2 016	0	395	0	395
	Male	2 280	0	373	0	373
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	24 606	0	11 520	0	11 520
	Male	13 194	0	6 047	0	6 047
Total		37 800	0	17 567	0	17 567
Employees with disabilities	Female	15	0	5		0
	Male	21	0	3		0

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.

Table 3.13.2: Training provided, 1 April 2012 to 31 March 2013

Occupational Categories	Gender	Number of employees as at 31/12/ 2013	Training provided within the reporting period			
			Learner-ships	Skills Pro-grammes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1 572	0	1 060	0	1 060
	Male	2 414	0	1 130	0	1 130
Professionals	Female	20 037	0	4 937	0	4 937
	Male	8 204	0	2 835	0	2 835
Technicians and associate professionals	Female	321	0	0	0	0
	Male	238	0	0	0	0
Clerks	Female	1 922	0	237	0	237
	Male	267	0	40	0	40
Service and sales workers	Female	5	0	0	0	0
	Male	18	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
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	21	0	0	0	0
Labourers and related workers	Female	2 368	0	60	0	60
	Male	2 737	0	75	0	75
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	26 225	0	6 294	0	6 294
	Male	13 899	0	4 080	0	4 080
Total		40 124	0	10 374	0	10 374
Employees with disabilities	Female	14	0	0	0	0
	Male	18	0	0	0	0

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.

3.14. Injury on Duty

The following tables provide basic information on injury on duty.

Table 3.14.1: Injury on duty, 1 April 2012 to 31 March 2013

Personnel Group	Nature of Injury on Duty	Number	% of total
All Personnel	Required basic medical attention only	74	0.77
	Back Injury	11	0.11
	Foot	19	0.20
	Wrist/Shoulder/arm/Finger	21	0.22
	Nose /Eye	5	0.05
	Neck/Head	9	0.09
	Knee /Leg Injury	3	0.03
	Pain in Ribcage /Physical Assault Coma	3	0.03
	Burn wounds/Skin	3	0.03
	Temporary Total Disablement	22	0.23
	Back Injury	1	0.01
	Foot	8	0.08
	Wrist/Shoulder/Arm/Finger	8	0.08
	Eye	1	0.01
	Neck/Head	1	0.01
	Knee/Leg Injury	2	0.02
	Singed Hair	1	0.01
	Permanent Disablement	0	0.00
	Fatal	0	0.00
	Total	96	100.00
Percentage of total Employment			0.24
Educators	Required basic medical attention only	33	0.69
	Back Injury	4	0.08
	Foot	8	0.17
	Wrist/Shoulder/arm/Finger	8	0.17
	Nose /Eye	3	0.06
	Neck/Head	7	0.15
	Knee /Leg Injury	2	0.04
	Pain in Ribcage /Physical Assault /Coma	1	0.02
	Burn wounds/Skin	0	0.00
	Temporary Total Disablement	15	0.31
	Back Injury	1	0.02
	Foot	4	0.08
	Wrist/Shoulder/Arm/Finger	6	0.13
	Nose/Eye	1	0.02
	Neck/Head	1	0.02
	Knee/Leg Injury	1	0.02
	Singed Hair	1	0.02
	Total	48	100.00

Personnel Group	Nature of Injury on Duty	Number		% of total	
	Percentage of total employment		0.12		
Public Service Personnel	Required basic medical attention only	41	0.85		
	Back Injury	7	0.15		
	Foot	11	0.23		
	Wrist/Shoulder/arm/Finger	13	0.27		
	Nose /Eye	2	0.04		
	Neck/Head	2	0.04		
	Knee /Leg Injury	1	0.02		
	Pain in Ribcage /Physical Assault /Coma	2	0.04		
	Burn wounds/Skin	3	0.06		
	Temporary Total Disablement	7	0.15		
	Back Injury	0	0.00		
	Foot	4	0.08		
	Wrist/Shoulder/Arm/Finger	2	0.04		
	Eye	0	0.00		
	Neck/Head	0	0.00		
	Knee/Leg Injury	1	0.02		
	Singed Hair	0	0.00		
	Total	48		100	
		Percentage of total employment		0.12	

3.15. Utilisation of Consultants

Table 3.15.1: Report on consultant appointments using appropriated funds, 1 April 2012 to 31 March 2013

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
0	0	0	0
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
0	0	0	0

Table 3.15.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs), 1 April 2012 to 31 March 2013

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
0	0	0	0

Table 3.15.3: Report on consultant appointments using Donor funds, 1 April 2012 to 31 March 2013

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
0	0	0	0
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand

Table 3.15.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs), 1 April 2012 to 31 March 2013

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
0	0	0	0