



Part C

Governance

1. INTRODUCTION

Commitment by the department to maintain the highest standards of governance is fundamental to the management of public finances and resources. Users want assurance that the department has good governance structures in place to effectively, efficiently and economically utilize the state resources, which is funded by the tax payer.

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.

In 2013, a new directorate which reports directly to the Head of Department, was established to provide the Internal Control Unit for the WCED. Its mandate includes providing strategic management, guidance and advice in respect of internal control practices. Elements are:

1. Ensure proper governance – co-ordinate and maintain appropriate delegation and governance framework, ensure implementation of corrective controls, ensure the implementation and maintenance of an integrated Loss Control System, report, quarterly and annually on the status of the response to the FIU-reports
2. Render an assurance service – report matters to the Audit Committee, facilitate the External and Internal audit, manage the post-auditing process
3. Regulatory, policy, governance frameworks and tactical advice - develop tools and techniques, provide advice on strategy, policy documents.

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. 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.

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 2013 and again in 2014, all schools completed online School Improvement Plans (SIPs), with targets for 3 years, for academic performance; management efficiencies (such as teacher and learner absenteeism and academic planning); resourcing and maintenance. The indicators correspond with national targets under Action Plan 2014 and match the 9 focus areas of whole school evaluation. The value of an improvement plan like this is that all schools are focused on driving key improvement interventions. The SIP also forms part of the accountability system, since signatories to the plan include the principal, the SGB and the WCED. In 2014, schools also provided Action Plans to specify steps they would take to meet the targets set.

In 2013 quarterly School Improvement Monitoring, by which key aspects of resourcing and school functionality e.g. SGB elections, preparedness for the new year was conducted. Because the reports were captured online, the data could be drawn and used to improve support. In particular, for example, the data enabled the WCED to keep abreast of deliveries of workbooks.

2. RISK MANAGEMENT

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

In compliance with the National Treasury Public Sector Risk Management Framework (NTPSRMF) and to further embed risk management within the Department, the Western Cape Government (WCG) has adopted an ERM Policy which sets out the WCG's overall intention with regard to ERM.

An Annual ERM Implementation Strategy has been developed in order to give effect to the WCG ERM policy and to attain the Annual Enterprise Risk Management Implementation Plan and the risk management priorities of the WCED. This enables the Department to deliver on its Departmental goals, objectives and key performance 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.

The Western Cape Education Department Risk Management Committee or the Executive Committee provides governance oversight over the entire system of risk management of the Department and furnishes the Accounting Officer with the requisite reports in respect of performance of risk management. The Audit Committee provides the independent oversight of the Department's system of risk management. The Audit Committee is furnished with Quarterly ERM progress reports and departmental risk profiles and registers to execute their independent oversight role. The Audit Committee's evaluation of the risk management process is in relation to the progress of implementation of the Departments Annual ERM Implementation Plan and significant/strategic risks faced by the Department and their relevant risk response/treatment strategies.

Risk Management Committee

The Western Cape Education Department has established a Risk Management Committee to assist the Accounting Officer in executing her respective responsibilities concerned with risk management. The committee operates under the terms of reference approved by the Accounting Officer. The Committee comprises of the members of the Department's Executive Committee. As per its terms of reference the Committee should meet five times a year.

The Committee meetings during the financial year under review were attended as follows:

Member	Position	Scheduled Meetings	Attended
Ms. P. Vinjevold	SG: Education	4	3
Mr. L. Ely	DDG: Finance	4	3
Ms. M. Harker	DDG: Education Planning	4	3
Mr. B. Schreuder	DDG: Curriculum and Assessment Management	4	3
Mr. J. Lyners	DDG: Institutional Development and Coordination	4	3
Mr. I. Carolus	CD: People Management Practices	4	3

Risk management process

During the period under review, WCED assessed its risks relative to its strategic and annual performance plan. Risk assessments are conducted on a strategic level on an annual basis and updated quarterly. At a programme level, the risk assessments are conducted on a quarterly basis in order to review and update the existing risks and to identify emerging risks. Significant risks relevant to objectives were assessed in terms of its likelihood and impact; risk treatment plans are developed and managed by allocated risk owners. Programme risk registers are approved by the respective programme manager.

The Risk Management Committee ratifies, prioritises and further recommends to the Accounting Officer, which significant risks are mitigated with an appropriate risk response/treatment in order to meet the departmental strategic objectives and this process is conducted on a quarterly basis.

Impact on institutional performance

Enterprise risk management has become an important activity of the senior management of the department, especially at the Executive level (EXCO). The risk champion is part of EXCO. The continued awareness of systemic risks and the focus on mitigation has contributed to better service delivery to a varied degree. The maturity in terms of risk management has improved over the period. Improved attention to risk management will receive the necessary ongoing attention.

3. FRAUD AND CORRUPTION

The Western Cape Government adopted an Anti-Corruption Strategy which confirms the Province's zero tolerance stance towards fraud and corruption. The Department has an approved Fraud Prevention Plan and a Fraud Prevention Implementation plan which gives effect to the Fraud Prevention Plan.

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

During this financial year, 53 investigations were completed by the Forensic Investigation Unit whilst 21 matters were referred to the Department for an internal investigation. Twenty (20) investigations confirmed Fraud or Corruption, 9 investigations confirmed Irregularities and/or Non-Compliance, 1 investigation confirmed Theft, 2 investigations indicated that there was no Fraud, Corruption or Irregularity and in 21 instances the preliminary investigation did not confirm the allegation of Fraud, Theft or Corruption. At the end of the financial year, 28 matters remained on the case list of the Department.

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. PORTFOLIO COMMITTEES

Not applicable

8. SCOPA RESOLUTIONS

The Committee noted the Auditor-General's audit opinion regarding the Department's Annual Financial Statements, being financially unqualified with findings of compliance with laws and regulations relating to procurement and contract management and expenditure management, and that this represented an improvement from the 2011/12 qualified audit opinion with findings.

The Committee congratulated the Department on the progress it has made in this regard, towards its commitment of achieving a clean audit in 2014 and beyond. To achieve this

commitment and to avoid a regression in the audit outcome, the Department should urgently and sustainably address all matters raised by the Auditor-General, the Audit Committee and this Committee.

The Committee took cognisance of the fact that 25% of High Risk Areas were covered by Internal Audit, compared to 40 % last year, and further noted that of the 15 internal audits approved for auditing during the financial year, 13 were actually completed.

The SCOPA Resolutions for the financial year as tabled are below.

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
<p>Pages: 113 (paragraph 7) and 175 of the Annual Report (SCOPA Resolutions)</p> <p>Description: The Committee noted the new policy on Irregular, Fruitless and Wasteful Expenditure which was drafted and implemented by the Department during the 2011/12 financial year, with the aim of decreasing future irregular expenditure.</p>	<p>The Committee agreed that:</p> <ol style="list-style-type: none"> 1. The Department should brief the Committee on the content of the Policy Circular (No 5 of 2013), the implementation thereof and all successes/challenges experienced during the implementation process. 	<p>The WCED issued the policy in 2013 and presented training to all Loss Control Officers during February and March 2013.</p>	<p>None</p>
<p>Page: 113 of the Annual Report (paragraph 5)</p> <p>Heading: "3.6. Internal audit function"</p> <p>Description: The Committee noted with concern that further audit coverage was required to cover a significant percentage of high risk areas in the Department.</p>	<ol style="list-style-type: none"> 2. The Department should brief the Committee on the extent of the audit coverage (including the risk based internal audit plan) during the 2012/13 financial year and the successes/challenges experienced, especially relating to the strategic high risk areas, such as: 	<p>Action date to be scheduled by SCOPA</p>	<p>None</p>

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
	2.1 Teacher Competency Development – Special education educators; 2.2 Irregular expenditure; 2.3 School Improvement Plan – Curriculum planning; 2.4 Infrastructure maintenance – leased schools; and Central Education Management Information System (CEMIS) and the District Management Information System (DMIS) 3. The Department should report on the audit coverage of its Operational and Strategic high risk areas, including the mechanisms implemented to ensure that the minimising of risks within these areas.	Action date to be scheduled by SCOPA	None
<p>Page: 116 of the Annual Report (paragraph 4) Heading: "The Effectiveness of Internal Control" Description: The Committee noted that Ernst and Young carried out an assessment of the IT General Control and Information Security Control Environments supporting CEMIS</p>	4. The Department should address all control gaps identified in the Ernst and Young assessment and introduce procedures to ensure compliance with the user access administration at the relevant establishments (schools/district office).	The CEMIS User Access Guideline was adapted to accommodate regular PERSAL data dumps as recommended. WCED obtained approval to deviate from the corporate password standards for CEMIS users at schools.	Improved IT general controls and security

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
(Control Education Management Information System) and DMIS (District Information Management System), and that significant control gaps were identified. The Committee noted that management designed controls to manage users' access to the CEMIS application in the form of a documented and approved user account management procedure.			
<p>Page: 156 of the Annual Report (paragraph 1)</p> <p>Heading: "General review of the state of affairs"</p> <p>Description: The Committee noted the Audit Committee's concerns regarding Emerging Risks, over and above those reported by the Auditor-General, and that these risks were included in the Risk Plan and are part of the Internal Audit Plan.</p>	<p>5. The Department should report on the financial implications of the registered PILIR (Policy on Incapacity Leave and Ill Health Retirement) cases, detailing the mechanisms introduced to ensure that these cases are minimised in future.</p> <p>6. The Department should ensure that it complies with policies and procedures on incapacity leave for ill-health retirement (PILIR).</p>	<p>In accordance with the Departmental policy, a substitute institutional based educator can be appointed when the period of absence of the permanent incumbent is more than 10 working days. This implies that in the case of the temporary incapacity of an educator for more than 10 working days, in accordance with the PILIR prescripts, a substitute may be appointed. Temporary incapacity leave is, in accordance with the PILIR prescripts, approved provisionally with full pay. A final decision regarding the</p>	

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
		<p>payment conditions is only made when the recommendation from the Health Risk Manager is received. The exact financial implications for the 2012/2013 Financial year cannot be made since the entire Public Service of South Africa was without the services of a Health Risk Manager for the period 1 January 2013 till 31 October 2013. To date the Minister for Public Service and Administration has not yet issued a directive how these cases received during the afore-mentioned period should be handled. In order to streamline the management of PILIR cases, the WCED concluded a Collective Agreement with the Educator Unions in December 2011. A new Health Risk Manager has been appointed with effect from 1 November 2013 with whom the WCED has regular meetings to ensure compliance with the policy. The People Management Practices component of the WCED also have regular internal</p>	

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
		meetings as well as regular meetings with Educator Unions to ensure compliance with the prescripts. The WCED ensures that it complies with all the prescripts in respect of PILIR.	
<p>Page: 164 of the Annual Report</p> <p>Heading: "SCOPA resolutions"</p> <p>Description: The Committee thanked the Department for publishing its resolutions, and actions taken in this regard, in its Annual Report, but noted that this was not an accurate reflection of the oversight role exercised by the Committee, in the year under review.</p>	7. The Department should publish the Committee's opening comments specific to this Department, this table of resolutions and the list of information requested by the Committee, in all future Annual Reports.	Ongoing, and starting with the publishing of the Departments 2013/14 Annual Report	None
<p>Page: 181 of the Annual Report.</p> <p>Heading: "Overpayment: Ministerial driver"</p> <p>Description: The Committee noted that the Department was coordinating investigations into the overpayment of the ministerial drivers of various Departments dating back a number of years, and that these overpayments were deemed, by the Department, to be</p>	8. The Department should brief the Committee on progress achieved and/or the outcomes of these investigations.	The outcome of the investigation revealed that no debt existed and therefore no potential overpayment occurred.	None

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
immaterial to the Annual Financial Statements.			
<p>Page: 186 of the Annual Report</p> <p>Heading: "Achievement of planned targets (notes 20 and 21)"</p> <p>Description: The Committee noted the comments of the Auditor-General that of the total number of 56 targets planned for the year, 21 targets were not fully achieved during the year under review. This represented 37% of total planned targets that were not achieved during the year under review. This was disclosed in pages 26 - 91 of the Annual Report. This was mainly due to the fact that a number of the indicators are population-based and depend on variables that are demand driven, which makes it difficult to determine accurate targets, other than using prior periods' data as a predictive target. In other instances the measures were directly linked to the population growth</p>	<p>9. This matter should be referred to the relevant Standing Committee for further monitoring and evaluation with the Department.</p>	<p>Ongoing, and as scheduled by the relevant Standing Committee</p>	<p>The situation is likely to continue in the case of the population-based indicators as long as the "achievement" is defined as being a 100% correlation between target and actual in, for example, learner numbers etc.</p>

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
e.g. provision of teachers, of transport, learners in no fee schools etc.			
<p>Page: 188 of the Annual Report</p> <p>Heading: "Investigations" (notes 28 to 30)</p> <p>Description: The Committee noted that 49 instances of fraudulent activities relating to financial irregularities, alleged corruption, nepotism and alleged procurement fraud were reported during the year. 65 cases were opened relating to financial irregularities, alleged corruption, nepotism and alleged procurement fraud, ten of which were in progress at that stage. 17 cases relating to financial irregularities, alleged corruption, nepotism and alleged procurement fraud, were closed during the current financial year, fourteen of which related to fraud and/or financial irregularities.</p>	10. The Department and FIU should brief the Committee on progress achieved and/or the outcomes of these investigations.	Action date to be scheduled by SCOPA	None

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
<p>Page: 188 of the Annual Report (paragraph 27)</p> <p>Heading: "Financial and Performance Management"</p> <p>Description: The Committee noted the Auditor-General's finding that goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by Treasury Regulation 16A6.1. This was a repeat finding from the previous year and processes implemented to address recommendations made in this regard in the previous year's Management Report were only done during the second half of the financial year under review.</p>	<p>11. The Department should review and monitor compliance with SCM laws and regulations for the procurement of goods between R10,000 and R500,000.</p> <p>12. The Department should implement mechanisms to ensure that districts are SCM compliant.</p>	<p>To minimize non-compliance, the department implemented the following measures:</p> <p>Appointed Supply Chain Champions in all offices that were trained in SCM regulations;</p> <p>Implementation of electronic procurement system;</p> <p>The department introduced a payment check list that must be certified by the authoriser of the payment that legislative and procurement prescripts have been adhered to; and</p> <p>Established an Internal Control Unit to conduct a post-audit on all payments.</p>	None
<p>Page: 213 of the Annual Report</p> <p>Heading: "5.8 Impairment"</p> <p>Description: SCOPA noted that the Audit Committee has discussed the Management Report with the Auditor-General and the Departmental</p>	<p>13. The Department should brief the Committee on the corrective steps taken to address material Impairments relating to Receivables.</p>	<p>The Debt Policy of the WCED was amended to provide for the definition for Impairments.</p>	None

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
management team. In particular the Audit Committee noted the material impairment relating to receivables. Steps have been taken by the Audit Committee to follow up on what Management has committed to.			
<p>Page: 222 of the Annual Report</p> <p>Heading: "Explanation note 1"</p> <p>Description: The Committee noted with concern that the Department incurred an over payment amounting to R52, 652 million to Bonitas Medical Scheme during March 2013. The refund, however, was received on 10 April 2013.</p>	14. The Department should brief the Committee on the internal control mechanisms implemented to ensure that any erroneous/double payments are detected and prevented.	The Provincial Treasury instituted an additional step for the departments to confirm the amounts that needs to be transferred to institutions. This form is signed off by the Director or his Deputy at the Finance Branch.	None
<p>Page: 224 of the Annual Report</p> <p>Heading: "Commitments"</p> <p>Description: The Department's expenditure was contained within the approved budget. However, this is due mainly to an under-spending of voted funds in programmes 1 and 8 rather than savings.</p>	15. The Department should implement mechanisms to detect under spending earlier.	<p>The department implemented the following measures: -</p> <p>Procurement planning earlier in the financial year, monthly monitoring of expenditure and feedback from responsibility manager;</p> <p>Responsibility manager to provide feedback mid-financial year of</p>	None

Root cause of problem	SCOPA Resolution	Action taken on SCOPA Resolutions including associated costs	Impact on future financial years
		possible underspending due to various reasons; and Application of virement within vote for additional needs somewhere else in department.	

9. PRIOR MODIFICATIONS TO AUDIT REPORTS

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

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations as required by Treasury Regulation 16A 6.1	2012/13	To minimize non-compliance, the department implemented the following measures - Appointed Supply Chain Champions in all offices that were trained in SCM regulations - Implementation of electronic procurement system, - The department introduced a payment check list that must be certified by the authoriser of the payment to ensure legislative and procurement prescripts have been adhered to. - Established an Internal Control Unit to conduct a post-audit on all payments.
The accounting did not take effective steps to prevent irregular expenditure, as required by section 38(1)(c)(ii) of the PFMA and Treasury Regulation 9.1.1	2012/13	The following measures were implemented - Appointed Supply Chain Champions in all offices that were trained in SCM regulations - Implementation of electronic procurement system, - The department introduced a payment check list that must be certified by the authoriser of the payment to ensure legislative and procurement prescripts have been adhered to.

10. INTERNAL CONTROL UNIT

In 2013/14 the newly-formed Internal Control Unit undertook the following functions:

Ensured proper governance

- Managed the Integrated Internal Control System: maintained and updated a database of Legal Frameworks and ensured the proper implementation of delegation of frameworks
- Maintained the Forensic Investigation register: provided progress reports on FIU cases for Head Office and Districts and reported the updated departmental FIU register to Department of the Premier.
- Developed policies, procedures and processes pertaining to the internal control unit including: completed business processes and procedures with regards to the performances of SCM Champions; completed business processes and procedures for compliance detection
- Monitored compliance against prescripts: managed and developed a compliance working tool; updated the tool in line with current legislation in order to detect trends to determine weaknesses in the internal control system
- Evaluated the effectiveness and the implementation of financial prescripts: completed inspections within the department; monitored performances of SCM Champions; capacitated SCM Champions within the Districts and Head Office through training and information sessions
- Evaluated the departmental risks registers: maintained and kept a record of risk reports; liaised with ERM unit and Internal Audit on the departmental risks

Rendered Assurance Services

Facilitated the Internal and External Audits: monitored progress on recommendations in management report and internal audit reports; analysed and implemented the responses of management; provided inputs and advice

Reported matters to the AC committee: provided comment on status of financial management improvement plan to the Audit Committee

Ensured implementation of corrective controls: provided reports and registers on irregular, fruitless and wasteful expenditure and unauthorized expenditure; completed the post auditing process in respect of payment vouchers; facilitated the SCOPA resolutions for the annual report; completed the verification of the MPAT documentation.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It should assist the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes. The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness, and contribute to the improvement of the risk management process;

- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

Internal Audit work completed during the year under review for the Department included 4 assurance engagements. The Internal audit plan included 5 assurance engagements. The details of these engagements are included in the Audit Committee report.

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

- Internal audit function;
- External audit function as carried out by the Auditor- General of South Africa;
- Departmental accounting and reporting;
- Departmental accounting policies;
- Review of Auditor-General of South Africa management and audit report;
- Review of departmental in-year monitoring;
- Departmental risk management;
- Internal control;
- Pre-determined objectives;
- Ethics and forensic investigations.

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

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Ronnie Kingwill	CA(SA)	External	N/a	01 January 2013	N/a	8
Prof Estian Calitz	DCom (Economics)	External	N/a	01 January 2013	N/a	3
Ms Zulpha Abrams	CA(SA) & FIIA SA, CIA	External	N/a	07 April 2014	N/a	5
Mr Linda Nene	BComm (Acc); Post Grad Diploma in Management – Corporate Governance; MDP; CCSA; CRMA; CCP; FIIASA	External	N/a	01 April 2011	N/a	8
Mr Luzuko Mdunyelwa	M(Phil); M(Public Admin); Diploma: Project Management	External	N/a	01 Oct 2011	N/a	6

12. AUDIT COMMITTEE REPORT

The Audit Committee is pleased to present its report for the financial year ended 31 March 2014.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference (approved on the 11 September 2013), as its Audit Committee terms of reference, has regulated its affairs in compliance with these terms and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control Systems

Following a risk-based approach; the following internal audit work was completed during the year under review:

- Learner and Teacher Support Material
- Management and Governance
- Conditional Grants
- Business Stakeholder Management

The major areas for improvement noted by Internal Audit during the performance of their work are as follows:

- Learner and Teacher Support Material: Improved management oversight over textbook usage and retention at schools
- Management and Governance: Implement standard operating procedures defining the monitoring of financial management capability at schools
- Conditional Grants: Implement standard operating procedures for the management of the HIV/Aids and TB grant
- Business Stakeholder Management: put a framework in place that guides the process to be followed for identifying, prioritising, building and improving relationships with stakeholders

Corrective actions have been agreed by management and the implementation thereof is being monitored by the Audit Committee on a quarterly basis.

The approved Internal audit plan was completed for the year with the exception of one project which was completed after the end of the financial year and reported at the next quarterly review meeting.

The Audit Committee has considered the work of internal audit, as well as the assurance provided by the various other assurance providers including management, internal control unit, enterprise risk management function, forensic function, provincial treasury and external audit; and with the exception of those areas noted above as well as matters from the forensic function that identified a breakdown in internal control, nothing has come to its attention which would indicate a material breakdown in the internal control systems in the department.

In-Year Management and Quarterly Performance Reports

The Department has reported monthly and quarterly to the Provincial Treasury as is required by the PFMA.

The Audit Committee is satisfied with the content and quality of the quarterly financial and performance reports prepared and issued by the Accounting Officer of the Department during the year under review.

Evaluation of Financial Statements

The Audit Committee has:

- reviewed and discussed the audited annual financial statements as presented in the annual report, with the Auditor-General of South Africa and the Accounting Officer;
- reviewed the Auditor-General of South Africa's management report and management's responses thereto;
- considered changes to the accounting policies and practices and where applicable these are reported in the annual financial statements;
- reviewed the Department's processes to ensure 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 2013.

Internal Audit

Vacancies within the internal audit structures are receiving on-going attention and good progress is being made to fill funded vacancies.

There were no unresolved internal audit findings and good progress has been made to implement corrective actions arising from internal audit findings.

Risk Management

The Department has taken full responsibility and ownership for the implementation of the Enterprise-wide Risk Management (ERM) methodology and function and this is reviewed on a quarterly basis by the Audit Committee. The challenge remains to institutionalise ERM throughout the Department. The Audit Committee noted a number of emerging risks and will be monitoring these on a regular basis.

Auditor-General of South Africa's Report

- The Audit Committee concurs and accepts the Auditor-General of South Africa'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 Auditor-General of South Africa.
- The Audit Committee has met with the Auditor-General of South Africa and the Department to ensure that there are no unresolved issues emanating from the regulatory audit.
- The Audit Committee has reviewed the Department's implementation plan for audit issues raised in the previous year on a quarterly basis and is satisfied that the matters have been adequately resolved.

- The Audit Committee recommended that the Annual Financial Statements be approved by the Accounting Officer on 12th August 2014

Appreciation

The Audit Committee wishes to express its appreciation to the Management of the Department, the Auditor-General of South Africa, the Internal Audit Unit and all other assurance providers for the co-operation and information they have provided to enable us to compile this report.



Mr Ronnie Kingwill
Chairperson of the Education Audit Committee
Department of Education
Date: 14 August 2014



Part D

HR Management

1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

2. OVERVIEW OF HUMAN RESOURCES

2.1 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,
Skills Development Act, 1998 (Act 97 of 1998)
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000),
Promotion of Access to Information Act, 2000 (Act 2 of 2000),
Promotion of Administrative Justice Act, 2000 (Act 3 of 2000).

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.

2.2 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 185 more posts for the 2014 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: 36 in primary schools and 1:34 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 reporting period, the WCED reduced the number of excess educators by 129.

The department successfully administered four vacancy lists for educators in the 2013 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 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 2013 to 31 December 2013, 384 (57.2%) Funza Lushaka bursary holders (2012 bursary holders that qualified for placement in 2013) out of 671 were successfully placed. During the period 1 January 2014 to 31 March 2014, 284 (47%) Funza Lushaka bursary holders (2013 bursary holders that qualified for placement in 2014) out of 604 were successfully placed in educator 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 16 Health and Wellness Awareness Days and also created awareness by arranging 10 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 2014 before the end of August 2013. 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. 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 and to this effect schools' establishments were based on verified learner numbers as at 31 July 2013.

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. This system proofed itself in bring about greater efficiencies in application management and survey indicated a large degree of user satisfaction.

The department has used the Pensions e-Channeling system since 2013, which allows for the electronic processing of pension withdrawal for beneficiaries and has reduced the turn-around time for the actual payment of benefits remarkably.

Intensified attention has been paid to ensure that all employees who are receiving remuneration for work outside the public service apply for approval.

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

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 RESOURCES OVERSIGHT STATISTICS

3.1. Personnel related expenditure

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

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

Programme	Programme Designation
Programme 1	Administration
Programme 2	Public Ordinary School Education
Programme 3	Independent School 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	Infrastructure Development
Programme 9	Auxiliary and Associated Services

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2013 and 31 March 2014

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)	Number of Employees
Programme 1	571 137	297 851	867	0	1.92	339.24	878
Programme 2	11 362 779	9 625 960	30 825	0	62.09	279.50	34 440
Programme 3	84 660	0	0	0	0.00	0	0
Programme 4	910 338	761 299	0	0	4.91	263.52	2 889
Programme 5	353 078	289 657	0	0	1.87	309.13	937
Programme 6	37 898	*963	0	0	0.01	120.38	8
		**3 148	0	0	0.02	0	0
Programme 7	465 535	63 142	0	0	0.41	337.66	187
Programme 8	1 054 312	5 446	0	0	0.04	302.56	18
Programme 9	662 459	***453 266	0	0	2.92	384.12	1 180
		****66 201	0	0	0.43	0	0
Total	15 502 196	11 566 933	31 692	0	74.61	285.34	40 537

Note:

* The personnel expenditure in respect of Programme 6 (Adult Basic Education and Training) amounting to R0.963m is in respect of the 8 full-time permanently employed employees. The indicated average personnel cost is therefore only in respect of the fulltime employees

** The amount of R3.148 m reflects the amount in respect of the expenditure pertaining to 39 educators appointed on a per-hourly basis for tuition at ABET-centres.

*** The personnel expenditure in respect of Programme 9 (Auxiliary and Associated Services) amounting to R453.266m, is in respect of the permanently employed employees. The indicated average personnel cost is therefore only in respect of the fulltime employees.

**** The amount of R66.201m reflects the amount in respect of the expenditure of Examiners/ Moderators/Markers and temporary administrative support staff (for the 2013-Matric examinations).

Table 3.1.2 Personnel costs by salary band for the period 1 April 2013 and 31 March 2014

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	No. of employees
Lower skilled (Levels 1-2)	319 846	2.76	98.63	3 243
Skilled (level 3-5)	709 168	6.11	149.68	4 738
Highly skilled production (levels 6-8)	6 583 747	56.75	281.04	23 426
Highly skilled supervision (levels 9-12)	3 940 305	33.96	434.05	9 078
Senior and Top management (levels 13-16)	48 484	0.42	932.38	##52
Total	#11 601 550	100.00	286.20	40 537
Note: # The total personnel expenditure in tables 3.1.1 and 3.1.2 differs because some transactions are made directly on BAS ## The total number of employees indicated in tables 3.1.1 and 3.1.2 above includes both public service staff and educators. The 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 that was used for these items.

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2013 and 31 March 2014

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	237 572	2.00	3 453	0.03	8 371	0.10	13 899	0.10
Programme 2	7 214 260	62.20	113	0.00	217 408	1.90	402 903	3.50
Programme 4	553 087	4.80	105	0.00	17 783	0.20	30 875	0.30
Programme 5	218 780	1.90	0	0.00	6 267	0.10	11 838	0.10
Programme 6	11 700	0.10	0	0.00	412	0.00	679	0.00
Programme 7	48 462	0.40	0	0.00	1 085	0.00	2 477	0.00
Programme 8	3 885	0.00	0	0.00	30	0.00	7	0.00
Programme 9	357 900	3.10	1 840	0.02	8 606	0.10	16 329	0.10
Total	8 645 646	74.52	5 511	0.05	259 962	2.24	479 007	4.13

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 20YY and 31 March 20ZZ

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	224 623	1.90	125	0.00	16 010	0.10	17 025	0.10
Skilled (level 3-5)	504 825	4.40	1 821	0.02	29 738	0.30	41 328	0.0
Highly skilled production (levels 6-8)	4 908 153	42.30	2 873	0.02	145 727	1.30	283 337	2.40
Highly skilled supervision (levels 9-12)	2 975 891	25.70	692	0.01	68 231	0.60	136 705	1.20
Senior management (level 13-16)	32 154	0.30		0.00	256	0.00	612	0.00
Total	8 645 646	74.52	5 511	0.05	259 962	2.24	479 007	4.13

3.2. Employment and Vacancies

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

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

This information is presented in terms of two key variables:

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

Table 3.2.1 Employment and vacancies by programme as on 31 March 2014

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	901	57	861	4.00	17	878
	Programme 2	34 131	85	34 169	0.00	271	34 440
	Programme 4	3 078	11	2 863	7.00	26	2 889
	Programme 5	1 312	153	937	2.00	0	937
	Programme 6	12	0	8	33.00	0	8
	Programme 7	15	0	187	0.00	0	187
	Programme 8	0	0	18	0.00	0	18
	Programme 9	1 309	79	1 154	12.00	26	1 180
	Total	40 758	385	40 197	1.00	340	40 537

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
Educators	Programme 1	118	6	117	1.00	6	123
	Programme 2	27 994	1	28 188	0.00	130	28 318
	Programme 4	1 922	0	1 871	3.00	15	1 886
	Programme 5	885	0	773	13.00	0	773
	Programme 6	4	0	2	50.00	0	2
	Programme 7	15	0	187**	0.00	0	187
	Programme 8	0	0	1	0.00	0	1
	Programme 9	702	8	630	10.00	16	646
	Total	31 640	15	31 769	0.00	167*	31 936
Public Service Personnel	Programme 1	783	51	744	5.00	11	755
	Programme 2	6 137	84	5 981	3.00	141	6 122
	Programme 4	1 156	11	992	14.00	11	1 003
	Programme 5	427	153	164	62.00	0	164
	Programme 6	8	0	6	25.00	0	6
	Programme 7	0	0	0	0.00	0	0
	Programme 8	0	0	17	0.00	0	17
	Programme 9	607	71	524	14.00	10	534
	Total	9 118	370	8 428	8.00	173	8 601
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 funds attached to vacated posts are replaced by a subsidy payment in an effort to create more learning sites for pre-primary learners (Early Childhood Development). 187 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 are sufficiently capacitated.

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2014

Personnel Group	Salary Band	Number of funded posts	Unfunded Posts	Number of Posts Filled	Vacancy Rate %	Number of persons additional to the establishment	Total number of employees
All Personnel	Lower Skilled (Levels 1-2)	3 373	194	3 265	3.00	50	3 315
	Skilled (Levels 3-5)	4 257	78	3 795	11.00	66	4 646
	Highly skilled production (Levels 6-8)	28 875	75	29 264	0.00	172	28 651
	Highly skilled supervision (Levels 9-12)	4 203	38	3 823	9.00	50	3 873
	Senior Management (Levels 13-16)	50	0	50	0.00	2	52
	Total	40 758	385	40 197	1.00	340	40 537

Personnel Group	Salary Band	Number of funded posts	Unfunded Posts	Number of Posts Filled	Vacancy Rate %	Number of persons additional to the establishment	Total number of employees
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	0	0	0	0.00	0	*785
	Highly skilled production (Levels 6-8)	27 671	0	28 145	0.00	122	27 482
	Highly skilled supervision (Levels 9-12)	3 969	15	3 624	9.00	45	3 669
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total	31 640	15	31 769	0.00	167	31 936
Public Service Personnel	Lower Skilled (Levels 1-2)	3 373	194	3 265	3.00	50	3 315
	Skilled (Levels 3-5)	4 257	78	3 795	11.00	66	3 861
	Highly skilled production (Levels 6-8)	1 204	75	1 119	7.00	50	1 169
	Highly skilled supervision (Levels 9-12)	234	23	200	15.00	5	205
	Senior Management (Levels 13-16)	50	0	49	0.00	2	51
	Total	9 118	370	8 428	8.00	173	8 601

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 WCED does have some under-qualified educators in the system. These are the 785 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.

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2014

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
n/a	n/a	n/a	n/a	n/a
Total	n/a	n/a	n/a	n/a

Notes:

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

3.3 Filling of SMS Posts

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

Table 3.3.1 SMS post information as on 31 March 2014

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	8	100.00	1	0.00
Salary Level 13	36	0	40	108.00	0	13.89
Total	50	0	53	106.00	1	100.00
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 and one (1) SMS member is carried against the Internal Control posts.						

Table 3.3.2 SMS post information as on 30 September 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	2.08	0	0.00
Salary level 16, but not HOD	0	0	0	0.00	0	0.00
Salary Level 15	4	0	4	8.33	0	0.00
Salary Level 14	9	0	7	14.58	2	33.33
Salary Level 13	36	0	36	75.00	4	66.67
Total	50	0	48	100.00	6	100.00
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 and one (1) SMS member is carried against the Internal Control post.						

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2013 and 31 March 2014

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	2.08	0	0.00
Salary level 16, but not HOD	0	0	0	0.00	0	0.00
Salary Level 15	4	0	4	8.33	0	0.00
Salary Level 14	9	0	7	14.58	2	33.33
Salary Level 13	36	0	36	75.00	4	66.67
Total	50	0	48	100.00	6	100.00

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 and one (1) SMS member is carried against the Internal Control posts.

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2013 and 31 March 2014

Reasons for vacancies not advertised within six months
N/A

Reasons for vacancies not filled within six months
N/A

Notes

- In terms of the Public Service Regulations Chapter 1, Part VII C.1A.3, departments must indicate good cause or reason for not having complied with the filling of SMS posts within the prescribed timeframes.

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2013 and 31 March 2014

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months
N/A

Notes

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

3.4. Job Evaluation

Within a nationally determined framework, 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. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2013 and 31 March 2014

Salary Band	Total number of posts as on 31 March 2014	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)	3 373	0	0.00	0	0.00	0	0.00
Skilled (Levels 3-5)	4 257	0	0.00	0	0.00	0	0.00
Highly skilled production (Levels 6-8)	28 875	2	0.01	0	0.00	0	0.00
Highly skilled supervision (Levels 9-12)	4 203	5	0.12	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	36	1	2.78	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	0	0.00	0	0.00	0	0.00
Senior Management Service Band D (Level 16)	1	0	0.00	0	0.00	0	0.00
Total	40 758	8	0.02	0	0.00	0	0.00

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

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2013 and 31 March 2014

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2013 and 31 March 2014

Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
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The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2013 and 31 March 2014

Total number of Employees whose salaries exceeded the grades determine by job evaluation	None
------------------------------------------------------------------------------------------	------

3.5. Employment Changes

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

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2013 and 31 March 2014

Personnel Group	Salary Band	Number of Employees per band as on 31 March 2013	Appoint-ments	Transfers into the depart-ment	Appoint-ments and transfers into the depart-ment	Termi-nations	Transfers out of the depart-ment	Terminatio ns and transfers out of the depart-ment	Turnover rate %
All Personnel	Lower skilled (Levels 1-2)	3 087	3 036	1	3 037	2 806	1	2 807	7.00
	Skilled (Levels 3-5)	4 778	4 995	5	5 000	3 832	6	3 838	24.00
	Highly skilled pro-duction (Levels 6-8)	23 390	11 762	23	11 785	11 739	31	11 770	0.00
	Highly skilled super-vision (Levels 9-12)	8 820	576	3	579	1 117	12	1 129	0.00
	Senior Manage-ment Service Band A (Level 13)	37	3	0	3	1	0	1	8.00
	Senior Manage-ment Service Band B (Level 14)	7	0	0	0	1	0	1	0.00
	Senior Manage-ment Service Band C (Level 15)	4	0	0	0	0	0	0	0.00
	Senior Manage-ment Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	40 124	20 372	32	20 404	19 496	50	19 546	2.00

Personnel Group	Salary Band	Number of Employees per band as on 31 March 2013	Appoint-ments	Transfers into the depart-ment	Appoint-ments and transfers into the depart-ment	Termi-nations	Transfers out of the depart-ment	Termi-nations and transfers out of the depart-ment	Turnover rate %
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	896	3796	0	3 796	2 562	1	2 563	138.00
	Highly skilled pro-duction (Levels 6-8)	22 109	11 520	14	11 534	11 493	28	11 521	0.00
	Highly skilled super-vision (Levels 9-12)	8 623	542	3	545	1 089	7	1 096	0.00
	Senior Manage-ment Service Band A (Level 13)	0	0	0	0	0	0	0	0.00
	Senior Manage-ment Service Band B (Level 14)	0	0	0	0	0	0	0	0.00
	Senior Manage-ment Service Band C (Level 15)	0	0	0	0	0	0	0	0.00
	Senior Manage-ment Service Band D (Level 16)	0	0	0	0	0	0	0	0.00
	Total	31 628	15 858	17	15 875	15 144	36	15 180	2.00
Public Service	Lower skilled (Levels 1-2)	3 087	3 036	1	3 037	2 806	1	2 807	7.00
	Skilled (Levels 3-5)	3 882	1 199	5	1 204	1 270	5	1 275	0.00
	Highly skilled pro-duction (Levels 6-8)	1 281	242	9	251	246	3	249	0.00
	Highly skilled super-vision (Levels 9-12)	197	34	0	34	28	5	33	0.00
	Senior Manage-ment Service Band A (Level 13)	37	3	0	3	1	0	1	8.00
	Senior Manage-ment Service Band B (Level 14)	7	0	0	0	1	0	1	0.00
	Senior Manage-ment Service Band C (Level 15)	4	0	0	0	0	0	0	0.00
	Senior Manage-ment Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	8 496	4 514	15	4 529	4 352	14	4 366	2.00

Note:

Column 3 (number of employees) includes all Nature of Appointments and Excess Personnel and excludes the Minister.

Public Servants and Educators who do not occupy permanent positions are appointed on contract for closed periods. This includes employees appointed to substantive vacancies which arise as a result of natural attrition, deaths, promotions, etc., and employees (educators) appointed as substitutes in the place of those absent from duty because of sick leave, maternity leave, etc. This implies that the same employee can be appointed up to four times in a particular reporting year because each contract is regarded as a new appointment. The expiry of the contract is regarded as a termination of service for reporting purposes and this is the reason for the exceptionally high number of terminations.

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2013 and 31 March 2014

Critical occupation	Number of employees at beginning of period- April 2013	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
TOTAL	n/a	n/a	n/a	n/a

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

Table 3.5.3.1 Reasons why staff left the department for the period 1 April 2013 and 31 March 2014

Group	Termination type	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2014
All Personnel	Death / Demise	131	0.7.0	0.30
	Resignation	779	4.00	1.90
	Expiry of contract	17 671	90.40	44.00
	Dismissal - operational changes	15	0.10	0.00
	Dismissal - misconduct	44	0.20	0.10
	Discharged due to ill-health	35	0.20	0.10
	Retirement	821	4.20	2.00
	Employee initiated severance package	11	0.10	0.00
	Transfer to other Public Service Departments	50	0.30	0.10
	Grand Total	19 557	100.00	48.70
Educators	Death / Demise	76	0.50	0.20
	Resignation	629	4.10	2.00
	Expiry of contract	13 794	90.80	43.60
	Dismissal - operational changes	15	0.10	0.00
	Dismissal - misconduct	21	0.10	0.10
	Discharged due to ill-health	21	0.10	0.10
	Retirement	588	3.90	1.90
	Employee initiated severance package	11	0.10	0.00
	Transfer to other Public Service Departments	36	0.20	0.10
	Grand Total	15191	100.00	48.00
Public Service Staff	Death / Demise	55	1.30	0.60
	Resignation	150	3.40	1.80
	Expiry of contract	3877	88.80	45.60
	Dismissal - operational changes	0	0.00	0.00
	Dismissal - misconduct	23	0.50	0.30
	Discharged due to ill-health	14	0.30	0.20
	Retirement	233	5.30	2.70
	Employee initiated severance package	0	0.00	0.00
	Transfer to other Public Service Departments	14	0.30	0.20
	Grand Total	4366	100.00	51.40

Note:

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

Table 3.5.3.2 Reasons why staff resigned, 1 April 2013 to 31 March 2014

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	3	0.02
	Bad health	14	0.07
	Better remuneration	42	0.22
	Domestic problems	2	0.01
	Emigration	18	0.09
	Further studies	8	0.04
	Marriage	7	0.04
	Nature of work	35	0.18
	No reason (predominantly "expiry of contract")	18 725	96.60
	Other education departments	1	0.01
	Other occupation	53	0.27
	Own business	1	0.01
	Personal grievances	13	0.07
	Reorganization	1	0.01
	Resigning of position	556	2.85
	Pregnancy	2	0.01
	Misconduct	4	0.02
	Mutually Agreed Severance Package	1	0.01
	Reduction of posts	9	0.05
	Prev/charge/misdemeanor	1	0.01
	Grand Total	19 496	100.00
Educators	Age	2	0.01
	Bad health	12	0.08
	Better remuneration	33	0.22
	Domestic problems	2	0.01
	Emigration	18	0.12
	Further Studies	8	0.05
	Marriage	7	0.05
	Nature of work	24	0.16
	No reason (predominantly "expiry of contract")	14 515	95.85
	Other education department	1	0.01
	Other occupation	38	0.25
	Own business	1	0.01
	Personal grievance	12	0.08
	Reorganization	1	0.01
	Resigning of position	456	3.01
	Pregnancy	1	0.01
	Misconduct	3	0.02
	Mutually Agreed Severance Package	1	0.01
	Reduction in posts	9	0.01
	Prev/charge/misdemeanor	0	0.00
	Grand Total	15 144	100.00

Group	Termination type	All Personnel Number	% of Total Exits
Public Service Staff	Age	1	0.02
	Bad health	2	0.05
	Better remuneration	9	0.21
	Domestic Problems	0	0.00
	Emigration	0	0.00
	Further studies	0	0.00
	Marriage	0	0.00
	Nature of work	11	0.25
	No reason (predominantly "expiry of contract")	4 210	96.73
	Other education department	0	0.00
	Personal grievances	1	0.02
	Other occupation	15	0.34
	Own business	0	0.00
	Reorganization	0	0.00
	Redesigning of position	100	2.30
	Pregnancy	1	0.02
	Misconduct	1	0.02
	Mutually Agreed Severance Package	0	0.00
	Reduction of posts	0	0.00
	Prev/charge/misdemeanor	1	0.02
	Grand Total	4 352	100.00

Table 3.5.3.3 Reasons why permanent staff resigned, 1 April 2013 to 31 March 2014

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	3	0.41
	Bad Health	12	1.63
	Better Remuneration	36	4.88
	Domestic problems	2	0.27
	Emigration	18	2.44
	Further studies	8	1.08
	Marriage	7	0.95
	Nature of work	32	4.34
	No reason	9	1.22
	Other Education Department	1	0.14
	Other Occupation	48	6.50
	Own Business	1	0.14
	Personal Grievances	12	1.63
	Resigning from position	543	73.58
	Pregnancy	1	0.14
	Misconduct	4	0.54
	Prev/charge/misdemeanour	1	0.14
	Grand Total	738	100.00

Group	Termination type	All Personnel Number	% of Total Exits
Educators	Age	2	0.33
	Bad Health	10	1.66
	Better Remuneration	30	4.99
	Domestic	2	0.33
	Emigration	18	3.00
	Further studies	8	1.33
	Marriage	7	1.16
	Nature of work	21	3.49
	No reason	8	1.33
	Other Education Department	1	0.17
	Other Occupation	35	5.82
	Own Business	1	0.17
	Personal Grievances	11	1.83
	Resigning of position	443	73.71
	Pregnancy	1	0.17
	Misconduct	3	0.50
	Prev/charge/misdemeanour	0	0.00
	Grand Total	601	100.00
Public Service Staff	Age	1	0.73
	Bad Health	2	1.46
	Better Remuneration	6	4.38
	Domestic problems	0	0.00
	Emigration	0	0.00
	Further studies	0	0.00
	Marriage	0	0.00
	Nature of work	11	8.03
	No reason	1	0.73
	Other Education Department	0	0.00
	Other Occupation	13	9.49
	Own Business	0	0.00
	Personal Grievances	1	0.73
	Resigning of position	100	72.99
	Pregnancy	0	0.00
	Misconduct	1	0.73
	Prev/charge/misdemeanour	1	0.73
	Grand Total	137	100.00

Table 3.5.3.3 Age groups of permanent staff who resigned, 1 April 2013 to 31 March 2014

Ages	Resignations all Staff	All Staff - %	Resignations educators	Educators - %	Resignations Public Service staff	Public Service staff - %
Ages 20>	1	0.14	0	0.00	1	0.73
Ages 20 to 24	21	2.85	21	3.49	0	0.00
Ages 25 to 29	97	13.14	95	15.81	2	1.46
Ages 30 to 34	77	10.43	59	9.82	18	13.14
Ages 35 to 39	63	8.54	53	8.82	10	7.30
Ages 40 to 44	143	19.38	123	20.47	20	14.60
Ages 45 to 49	160	21.68	121	20.13	39	28.47
Ages 50 to 54	96	13.01	71	11.81	25	18.25
Ages 55 to 59	54	7.32	41	6.82	13	9.49
Ages 60 to 64	26	3.52	17	2.83	9	6.57
Ages 65>	0	0.00	0	0.00	0	0.00
Grand Total	738	100	601	100.00	137	100.00

Table 3.5.3.4 Granting of employee initiated severance packages by salary band, 1 April 2013 to 31 March 2014

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)	4
	Highly skilled supervision (Levels 9-12)	7
	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	11
Educators	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	4
	Highly skilled supervision (Levels 9-12)	7
	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	11
Public Service	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	0
	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	0

Table 3.5.4 Promotions by critical occupation for the period 1 April 2013 and 31 March 2014

Occupation	Employees 1 April 20YY	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
TOTAL	n/a	n/a	n/a	n/a	n/a

Table 3.5.5 Promotions by salary band for the period 1 April 2013 and 31 March 2014

Personnel Group	Salary Band	Employees as at 31 March 2013	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)	3 087	235	7.61	2 243	72.66
	Skilled (Levels 3-5)	4 778	130	2.72	3 562	74.55
	Highly skilled production (Levels 6-8)	23 390	852	3.64	18 936	80.96
	Highly skilled supervision (Levels 9-12)	8 820	1 135	12.87	7 978	90.45
	Senior Management (Levels 13-16)	49	5	10.20	33	57.14
	Total	40 124	2 357	5.87	32 747	81.61
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	896	4	0.45	231	25.78
	Highly skilled production (Levels 6-8)	22 109	807	3.65	18 183	82.24
	Highly skilled supervision (Levels 9-12)	8 623	1 126	13.06	7 832	90.83
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	31 628	1 973	6.12	26 246	82.98
Public service	Lower Skilled (Levels 1-2)	3 087	235	7.61	2 243	72.66
	Skilled (Levels 3-5)	3 882	126	3.25	3 328	85.81
	Highly skilled production (Levels 6-8)	1 281	45	3.51	753	58.78
	Highly skilled supervision (Levels 9-12)	197	9	4.57	146	74.11
	Senior Management (Levels 13-16)	49	5	10.20	33	57.14
	Total	8 496	420	4.94	6 501	76.52

3.6. Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2014

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	1	5	1	3	1	1	1	0	0	0	14
Senior management (Level 13)	3	11	1	7	5	7	0	4	0	0	38
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	134	657	10	308	82	175	7	101	0	1	1 475
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	596	3 753	34	981	1431	5121	48	2 302	3	9	14 278
Semi-skilled and discretionary decision making (Levels 4-7)	1 223	2 631	16	632	3 986	7 746	52	3 045	74	35	19 440
Unskilled and defined decision making (Levels 1-3)	612	2 026	3	111	400	1 929	1	163	31	16	5 292
Total	2 569	9 083	65	2 042	5 905	14 979	109	5 616	108	61	40 537

Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2014

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
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
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	1	0	2	0	1	0	4	0	0	10
Semi-skilled and discretionary decision making (Levels 4-7)	2	2	0	1	1	2	0	1	0	0	9
Unskilled and defined decision making (Levels 1-3)	2	3	0	1	1	3	0	0	0	0	10
Total	6	6	0	4	2	6	0	5	0	0	29

Table 3.6.3 Recruitment for the period 1 April 2013 to 31 March 2014

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	0	0	0	0	1	0	0	3
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	11	39	0	27	11	16	0	16	0	0	120
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	47	742	5	110	233	1 031	2	238	0	0	2 408
Semi-skilled and discretionary decision making (Levels 4-7)	757	1 659	6	312	2 380	4 949	53	1 833	240	94	12 283
Unskilled and defined decision making (Levels 1-3)	462	1 661	6	149	571	2 130	2	375	139	63	5 558
Total	1 277	4 103	17	598	3 195	8 126	57	2 463	379	157	20 372

Table 3.6.4 Promotions for the period 1 April 2013 to 31 March 2014

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	1	0	0	0	0	0	0	3
Senior management (Level 13)	0	0	0	1	0	0	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	13	89	1	39	13	25	0	21	0	0	201
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	77	419	3	80	239	605	8	200	0	0	1 631
Semi-skilled and discretionary decision making (Levels 4-7)	21	54	0	1	31	112	0	38	1	0	258
Unskilled and defined decision making (Levels 1-3)	46	96	0	2	33	83	0	2	0	0	262
Total	157	660	4	124	316	825	8	262	1	0	2 357

Table 3.6.5 Terminations for the period 1 April 2013 to 31 March 2014

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	1	0	0	0	0	1
Senior management (Level 13)	0	1	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	18	89	0	40	17	28	0	25	0	0	217
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	66	920	8	160	307	1 300	6	378	0	0	3 145
Semi-skilled and discretionary decision making (Levels 4-7)	733	1 666	4	301	2 316	4 804	43	1 715	261	101	11 944
Unskilled and defined decision making (Levels 1-3)	376	1 421	6	97	329	1 602	2	190	113	52	4 188
Total	1 193	4 097	18	598	2 969	7 735	51	2 308	374	153	19 496

Table 3.6.6 Disciplinary action for the period 1 April 2013 to 31 March 2014

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	62	180	0	12	51	93	0	11	409

Table 3.6.7 Skills development for the period 1 April 2013 to 31 March 2014

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	3	0	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	2 028	3 015	48	988	1 873	5 445	90	1 514	15 001
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	25	161	0	151	159	485	0	0	981
Semi-skilled and discretionary decision making (Levels 4-7)	10	27	0	2	50	127	0	61	277
Unskilled and defined decision making (Levels 1-3)	5	11	0	8	14	50	0	25	113
Grand Total	2 071	3 214	48	1 149	2 096	6 107	90	1 600	16 375

Note:

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

3.7. Signing of Performance Agreements by SMS Members

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

Table 3.7.1 *Signing of Performance Agreements by SMS members as on 31 May 2013*

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	2.12
Salary level 16, but not HOD	0	0	0	0.00
Salary Level 15	4	4	4	8.52
Salary Level 14	9	8	8	17.02
Salary Level 13	36	34	34	72.34
Total	50	47	47	100

Table 3.7.2 *Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2013*

Reasons
n/a

Table 3.7.3 *Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2013*

Reasons
n/a

3.8. Performance Rewards

To encourage good performance, the department has granted the following performance rewards, allocated to personnel for the performance period 2012/13, but paid during the year under review. The information is presented in terms of race, gender and disability (Table 3.8.1.) and salary bands (Table 3.8.2.).

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2013 to 31 March 2014

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	204	1 608	12.69	1 189	5.82
Male	75	764	9.82	376	5.01
Female	129	844	15.28	813	6.30
Coloured	1 065	6 016	17.70	7 333	6.89
Male	366	2 594	14.11	2 464	6.73
Female	699	3 422	20.43	4 869	6.97
Indian	9	27	33.33	98	10.81
Male	3	11	27.27	49	16.40
Female	6	16	37.50	48	8.07
White	262	826	31.72	2 331	8.90
Male	40	170	23.53	355	8.87
Female	222	656	33.84	1 977	8.90
Employees with a disability	3	19	15.79	22	7.20
Total	1 545	40 124	3.85	10 981	7.11

Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2013 to 31 March 2014

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)	269	3 087	9.00	1 030	3.83	0.32
Skilled (Levels 3-5)	800	3 882	21.00	4 714	5.89	0.66
Highly skilled production (Levels 6-8)	418	1 281	33.00	3 977	9.51	0.06
Highly skilled supervision (Levels 9-12)	49	197	25.00	951	19.41	0.02
Total	1 536	8 447	18.00	10 671	6.95	1.06

Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2013 to 31 March 2014

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Total	n/a	n/a	n/a	n/a	n/a

Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2013 to 31 March 2014

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group	% of total within salary bands	Cost (R'000)	Average cost (R'000) per beneficiary	Cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	6	37	16.00	240	40.06	0.50
Senior Management Service Band B (Level 14)	0	7	0.00	0	0.00	0.00
Senior Management Service Band C (Level 15)	1	4	25.00	61	60.64	0.13
Senior Management Service Band D (Level 16)	0	1	0.00	0	0.00	0.00
Total	7	49	14.00	301	43.00	0.63

Foreign Workers

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

Table 3.9.1 Foreign workers by salary band for the period 1 April 2013 and 31 March 2014

Personnel Group	Salary Band	1 April 2013		31 March 2014		Change	
		Number	% of total	Number	% of total	Number	% in Salary Band
All Personnel	Lower skilled (Levels 1-2)	2	1.00	3	2.00	1	0.00
	Skilled (Levels 3-5)	57	34.00	58	34.00	1	0.00
	Highly skilled production (Levels 6-8)	104	61.00	100	59.00	-4	400.00
	Highly skilled supervision (Levels 9-12)	7	4.00	8	5.00	1	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	170	100.00	169	100.00	-1	100.00
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	55	33.00	55	34.00	0	0.00
	Highly skilled production (Levels 6-8)	103	62.00	99	61.00	-4	133.00
	Highly skilled supervision (Levels 9-12)	7	4.00	8	5.00	1	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	165	100.00	162	100.00	-3	100.00
Public Service	Lower skilled (Levels 1-2)	2	40.00	3	43.00	1	50.00
	Skilled (Levels 3-5)	2	40.00	3	43.00	1	50.00
	Highly skilled production (Levels 6-8)	1	20.00	1	14.00	0	0.00
	Highly skilled supervision (Levels 9-12)	0	0.00	0	0.00	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	5	100.00	7	100.00	2	100.00

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2013 and 31 March 2014

Major occupation	01 April 2013		31 March 2014		Change	
	Number	% of total	Number	% of total	Number	% Change
Professionals	13	7.65	14	8.28	1	-100.00
Technicians and Associate Professionals	1	0.59	1	0.59	0	0.00
Clerks	1	0.59	1	0.59	0	0.00
Labourers and related workers	155	91.18	153	90.53	-2	200.00
Total	170	100.00	169	100.00	-1	100.00

3.9. Leave utilisation

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

Table 3.10.1 Sick leave for the period 1 January 2013 to 31 December 2013

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)	18 255	15 779	86.44	2 038	7.18	9	6	5 045
	Skilled (Levels 3-5)	29 292	24 778	84.59	3 159	11.12	9	6	12 053
	Highly skilled production (Levels 6-8)	144 552	115 210	79.70	16 936	59.64	9	6	116 020
	Highly skilled supervision (Levels 9-12)	54 400	44 643	82.06	6 235	21.95	9	6	65 150
	Senior Management (Levels 13-16)	154	115	74.68	31	0.11	5	3	367
	Total	246 653	200 525	81.30	28 399	100.00	9	6	198 635
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0.00	0	0	0
	Skilled (Levels 3-5)	3 012	2 410	80.01	431	1.92	7	3	1 498
	Highly skilled production (Levels 6-8)	134 654	107 133	79.56	15 919	71.03	8	6	109 246
	Highly skilled supervision (Levels 9-12)	53 054	43 574	82.13	6 061	27.04	9	6	63 487
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	190 720	153 117	80.28	22 411	100.00	8	6	174 231
Public service	Lower skilled (Levels 1-2)	18 255	15 779	86.44	2 038	34.03	9	6	5 045
	Skilled (Levels 3-5)	26 280	22 368	85.11	2 728	45.56	10	7	10 555
	Highly skilled production (Levels 6-8)	9 898	8 077	81.60	1 017	16.98	10	8	6 774
	Highly skilled supervision (Levels 9-12)	1 346	1 069	79.42	174	2.91	8	7	1 663
	Senior Management (Levels 13-16)	154	115	74.68	31	0.52	5	3	367
	Total	55 933	47 408	84.76	5 988	100.00	9	6	24 404

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2013 to 31 December 2013

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)	748	741	99.00	22	9.00	34	0	208
	Skilled (Levels 3-5)	956	955	100.00	30	12.00	32	0	383
	Highly skilled production (Levels 6-8)	3 960	3 945	100.00	133	53.00	30	0	3 168
	Highly skilled supervision (Levels 9-12)	2 297	2 291	100.00	65	26.00	35	0	2 702
	Senior Management (Levels 13-16)	0	0	100.00	0	0.00	0	0	0
	Total	7 961	7 932	100.00	250	100.00	32	0	6 462
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	28	28	100.00	3	2.00	9	0	15
	Highly skilled production (Levels 6-8)	3 395	3 381	100.00	121	64.00	28	0	2 728
	Highly skilled supervision (Levels 9-12)	2 286	2 280	100.00	64	34.00	36	0	2 697
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	5 709	5 689	100.00	188	100.00	30	0	5 429
Public service	Lower skilled (Levels 1-2)	748	741	99.00	22	35.00	34	0	208
	Skilled (Levels 3-5)	928	927	100.00	27	44.00	34	0	368
	Highly skilled production (Levels 6-8)	565	565	100.00	12	19.00	47	0	440
	Highly skilled supervision (Levels 9-12)	11	11	100.00	1	2.00	11	0	16
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	2 252	2 243	100.00	62	100.00	36	0	1 033

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

Table 3.10.3 Annual Leave for the period 1 January 2013 to 31 December 2013

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)	23 422	12	2 015
	Skilled (Levels 3-5)	36 126	13	2 745
	Highly skilled production (Levels 6-8)	24 218	9	2 652
	Highly skilled supervision (Levels 9-12)	30 131	12	2 496
	Senior Management (Levels 13-16)	1 192	24	50
	Total	115 089	12	9 958
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	27	2	12
	Highly skilled production (Levels 6-8)	3 888	2	1 580
	Highly skilled supervision (Levels 9-12)	25 030	11	2 287
	Senior Management (Levels 13-16)	0	0	0
	Total	28 945	7	3 879
Public service	Lower skilled (Levels 1-2)	23 422	12	2 015
	Skilled (Levels 3-5)	36 099	13	2 733
	Highly skilled production (Levels 6-8)	20 330	19	1 072
	Highly skilled supervision (Levels 9-12)	5 101	24	209
	Senior Management (Levels 13-16)	1 192	24	50
	Total	86 144	14	6 079
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 for the period 1 January 2013 to 31 December 2013

Group	Salary Band	Total capped leave available as at 24 Dec 2012	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 24 Dec 2013	Total capped leave available as at 24 Dec 2013
All personnel	Lower skilled (Levels 1-2)	24 933	1 807	49	37	641	24 933
	Skilled (Levels 3-5)	93 585	8 236	143	58	1 545	93 585
	Highly skilled production (Levels 6-8)	389 553	19 030	1 804	11	7 534	389 618
	Highly skilled supervision (Levels 9-12)	512 727	31 440	1 830	17	7 373	512 785
	Senior Management (Levels 13-16)	3 878	43	2	22	31	3 878
	Total	1 024 677	60 556	3 828	16	17 124	1 024 799

Group	Salary Band	Total capped leave available as at 24 Dec 2012	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 24 Dec 2013	Total capped leave available as at 24 Dec 2013
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	1 647	611	17	36	27	1 647
	Highly skilled production (Levels 6-8)	335 522	16 957	1 724	10	6 614	335 587
	Highly skilled supervision (Levels 9-12)	505 204	31 106	1 821	17	7 265	505 262
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	Total	842 373	48 674	3 562	14	13 906	842 496
Public service	Lower skilled (Levels 1-2)	24 933	1 807	49	37	641	24 933
	Skilled (Levels 3-5)	91 938	7 625	126	61	1 518	91 938
	Highly skilled production (Levels 6-8)	54 031	2 073	80	26	920	54 031
	Highly skilled supervision (Levels 9-12)	7 523	334	9	37	108	7 523
	Senior Management (Levels 13-16)	3 878	43	2	22	31	3 878
	Total	182 303	11 882	266	45	3 218	182 303

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

Table 3.10.5 Leave payouts for the period 1 April 2013 and 31 March 2014

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2013/14 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2013/14	37 954	476	79 735
Current leave pay-outs on termination of service 2013/14	721	109	6 615
Total	38 675	*585	66 111
A nett total of 487 employees received leave pay-outs - 98 employees received both capped and current leave pay-outs.			

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

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

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.			Director: Strategic People Management
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		The WCED has two specific programmes that 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 three officials responsible for this programme at the level of Assistant Director, Human Resource Practitioner and Human Resource Clerk, 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, 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 days 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 16 Health and Wellness Awareness Days and also created awareness by arranging 10 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001. If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		The Director: Strategic People Management, 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.

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		The WCED provides regular 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 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:

Education and awareness in the workplace

Conducting of an HIV/AIDS audit in the workplace to determine infra-structural needs e.g. First Aid kits

Preventative programmes e.g. distribution of condoms

Promoting universal precautions e.g. safety measures to be observed when dealing with blood and body fluids of injured persons

Voluntary Counselling and Testing

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:

Mitigate the impact of HIV and AIDS and create an enabling social environment for Care, Treatment and Support.

Implement Employee Health and Wellness Day programme for HIV infected and affected work community

Implementation of Peer Educator programme for employees, targeting behavioural risks

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

Table 3.12.1 Collective agreements for the period 1 April 2013 and 31 March 2014

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

Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2013 and 31 March 2014

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	7	1.00
Verbal warning	1	0.15
Written warning	7	1.00
Final written warning	314	45.30
Suspension without pay	51	7.50
Fine	229	33.00
Demotion	1	0.15
Dismissal/ desertion	46	6.60
Not guilty	23	3.30
Case withdrawn	14	2.00
Total	693	100.00

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2013 and 31 March 2014

Type of misconduct	Number	% of total
Theft, bribery, fraud or act of corruption in regard to examinations	1	0.20
Sexual assault on learner	9	2.20
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	3	0.70
Wilfully or negligently mismanages the finances of the State	13	3.10
Unjustifiably prejudices the administration, discipline or efficiency of the Department	2	0.40
Accepts second employment and / or compensation without written approval from the Employer	1	0.20
Fails to carry out a lawful order and / or routine instruction	20	4.80
Absenteeism	49	11.90
Discrimination	2	0.40
Poor performance, for reasons other than incapacity	7	1.70
While on duty, is under the influence of intoxicating substance	5	1.20
Improper, disgraceful and unacceptable conduct	70	17.10
Assaults, or attempt to or threatens to assault	160	39.10
Unlawful industrial action	19	4.60
Common law or statutory offence (theft, fraud and corruption)	22	5.30
Dishonesty	13	3.10
Abscondment	13	3.10
TOTAL	409	100.00

Table 3.12.4 Grievances logged for the period 1 April 2013 and 31 March 2014

Grievances lodged	Number	% of Total
Number of grievances resolved	302	69.30
Number of grievances not resolved	134	30.70
Total number of grievances lodged	436	100.00

Table 3.12.5 Disputes logged with Councils for the period 1 April 2013 and 31 March 2014

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	45	36.00
Number of disputes dismissed	80	64.00
Total number of disputes lodged	125	100.00

Table 3.12.6 Strike actions for the period 1 April 2013 and 31 March 2014

Strike actions	Number
Total number of person working days lost	1 599
Total cost (R'000) of working days lost	703
Amount (R'000) recovered as a result of no work no pay	703

Table 3.12.7 Precautionary suspensions for the period 1 April 2013 and 31 March 2014

Precautionary suspensions	Number
Number of Public Servants suspended	8
Number of Educators suspended	7
Number of public servants whose suspension exceeded 30 days	7
Number of educators whose suspension exceeded 90 days	3
Average number of days suspended	131
Cost (R'000) of suspensions	878

3.13 Skills development

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

Table 3.13.1 Training needs identified for the period 1 April 2013 and 31 March 2014

Occupational Categories	Gender	Number of employees as at 1 April 2013	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1 572	0	1 553	0	1 553
	Male	2 414	0	2 075	0	2 075
Professionals	Female	20 037	0	10 048	0	10 048
	Male	8 204	0	5 836	0	5 836
Technicians and associate professionals	Female	321	0	1	0	1
	Male	238	0	0	0	0
Clerks	Female	1 922	0	1 812	0	1 812
	Male	267	0	941	0	941
Service and sales workers	Female	5	0	347	0	347
	Male	18	0	833	0	833

Occupational Categories	Gender	Number of employees as at 1 April 2013	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
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	1	0	1
Labourers and related workers	Female	2 368	0	373	0	373
	Male	2 737	0	482	0	482
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	26 225	0	14 134	0	14 134
	Male	13 899	0	10 168	0	10 168
Total		40 124	0	24 302	0	24 302
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.

Table 3.13.2 Training provided for the period 1 April 2013 and 31 March 2014

Occupational Categories	Gender	Number of employees as at 31 March 2013	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1 572	0	1 663	0	1 663
	Male	2 414	0	1 122	0	1 122
Professionals	Female	20 037	0	7 047	0	7 047
	Male	8 204	0	4 392	0	4 392
Technicians and associate professionals	Female	321	0	1	0	1
	Male	238	0	0	0	0
Clerks	Female	1 922	0	730	0	730
	Male	267	0	384	0	384
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	1	0	1
Labourers and related workers	Female	2 368	0	102	0	102
	Male	2 737	0	118	0	118

Occupational Categories	Gender	Number of employees as at 31 March 2013	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	26 225	0	9 543	0	9 543
	Male	13 899	0	6 017	0	6 017
Total		40 124	0	15 560	0	15 560
Employees with disabilities	Female	14	0	0	0	0
	Male	18	0	0	0	0

3.14 Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2013 and 31 March 2014

Personnel Group	Nature of Injury on Duty	Number	% of total
ALL PERSONNEL	Required basic medical attention only	101	80.00
	Back Injury	13	12.87
	Foot/Ankle	16	15.84
	Wrist/Shoulder/arm/Finger	31	30.69
	Nose /Eye	3	2.97
	Neck/Head	5	4.95
	Knee /Leg Injury	25	24.75
	Pain in Ribcage /Physical Assault /Coma	6	5.94
	Burn wounds/Skin	2	1.98
	Temporary Total Disablement	25	20.00
	Back Injury	1	0.99
	Foot	6	5.94
	Wrist/Shoulder/Arm/Finger	4	3.96
	Nose/Eye	5	4.95
	Neck/Head	4	3.96
	Knee/Leg Injury	4	3.96
	Depression	1	0.99
	Singed Hair	0	0.00
	Permanent Disablement	0	0.00
	Fatal	0	0.00
	Total	126	100.00
Percentage of total employment			0.31
Educators	Required basic medical attention only	56	84.00
	Back Injury	5	8.93
	Foot	14	25.00
	Wrist/Shoulder/arm/Finger	13	23.21
	Nose /Eye	2	3.57
	Neck/Head	2	3.57
	Knee /Leg Injury	13	23.21

Personnel Group	Nature of Injury on Duty	Number	% of total
	Pain in Ribcage /Physical Assault /Coma	5	8.93
	Burn wounds/Skin	2	3.57
	Temporary Total Disablement	11	16.00
	Back Injury	0	0.00
	Foot	3	27.27
	Wrist/Shoulder/Arm/Finger	3	27.27
	Nose/Eye	0	0.00
	Neck/Head	2	18.18
	Knee/Leg Injury	3	27.27
	Total	67	100.00
	Percentage of total employment		0.17
Public Service Personnel	Required basic medical attention only	45	75.00
	Back Injury	8	17.78
	Foot	2	4.44
	Wrist/Shoulder/arm/Finger	18	40.00
	Nose /Eye	1	2.22
	Neck/Head	3	6.67
	Knee /Leg Injury	12	26.67
	Pain in Ribcage /Physical Assault /Coma	1	2.22
	Temporary Total Disablement	14	25.00
	Back Injury	1	7.14
	Foot	3	21.43
	Wrist/Shoulder/Arm/Finger	1	7.14
	Eye	5	35.71
	Neck/Head	2	14.29
	Knee/Leg Injury	1	7.14
	Depression	1	7.14
	Total	59	100.00
	Percentage of total employment		0.15

3.15 Utilisation of Consultants

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

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

Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2013 and 31 March 2014

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
n/a	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
n/a	0	0	0

Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2013 and 31 March 2014

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
n/a	0	0	0

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2013 and 31 March 2014

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
n/a	0	0	0

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
n/a	0	0	0

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2013 and 31 March 2014

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
n/a	0	0	0

3.16 Severance Packages

Table 3.16.1 Granting of employee initiated severance packages for the period
1 April 2013 and 31 March 2014

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)	4
	Highly skilled supervision (Levels 9-12)	7
	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	11
Educators	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	4
	Highly skilled supervision (Levels 9-12)	7
	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	11
Public Service	Lower Skilled (Levels 1-2)	0
	Skilled (Levels 3-5)	0
	Highly skilled production (Levels 6-8)	0
	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	0