



Part C **Governance**

1. Introduction

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

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

Internal Audit services are offered independently by the shared Internal Audit the Corporate Services Centre in the Department of the Premier. In line with the Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA) and KING III, the Internal Audit Activity provides the Audit Committee and WCED management with assurance that the internal controls relating to governance, risk management and control processes are adequate and effective. A risk-based 3-Year Rolling Strategic Plan and Annual Operational Internal Audit Plan were approved by the Audit Committee in 2017. The Audit committee monitored the execution of the operational plan and management's implementation of corrective actions.

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

Elements are:

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

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

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

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

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

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

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

Whole School Evaluation continues to give insights not only into the support needs at individual schools but also into systemic issues. In 2017/18 evaluations were conducted at 68 schools, including primary, high, combined, intermediate and special schools. The findings were shared in trend reports and detailed reports provided to the selected schools.

In preparation for a revised school evaluation (SE) model, a pilot was conducted at 22 schools in April, May and September 2017. The evaluation schedule, standards, shorter duration of two days, lesson observations in all classes in small schools and at least 75% of lesson observations in large schools was tested in a range of school contexts in all education districts.

School Improvement Plans (SIPs) with three year rolling targets, were completed online by all schools. Schools focused on improvement of their academic performance; management efficiencies (such as teacher and learner absenteeism and academic planning); resourcing and maintenance. The school improvement focus areas were mapped to the focus areas of whole school evaluation. The SIP not only served to strengthen accountability as it is signed off by the principal, the SGB and the WCED, it was also used to assist underperforming schools plan, manage and monitor their specific plans to move out of that particular categorisation.

In 2017/18 quarterly School Improvement Monitoring was conducted. Each quarter focused on a particular area of school readiness and delivery for that particular quarter, for example, the ordering and delivery of textbooks. The online capture enables immediate responsiveness and support to schools.

2. Risk Management

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

In compliance with the National Treasury Public Sector Risk Management Framework (PSRMF) and to further embed risk management within the Department, the Western Cape Government (WCG) has adopted an ERM Policy Statement which sets out the WCG's overall intention regarding ERM. The Department adopted an ERM Policy 2016/17 – 2017/18, approved by the Accounting Officer on 26 April 2016; and an ERM Strategy and Implementation Plan for 2016/17, approved by the Accounting Officer on 12 April 2017. The ERM Implementation Plan gave effect to the departmental ERM Policy and Strategy and outlines the roles and responsibilities of management and staff in embedding risk management in the department.

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

The Department established an Enterprise Risk Management Committee (ERMCO) to assist the Accounting Officer in executing his responsibilities relating to risk management. The Committee operated under a Terms of Reference 2017/18 approved by the Accounting Officer on 19 April 2017. ERMCO, in the main, evaluated the effectiveness of the mitigating strategies implemented to address the risks of the department and recommended further action where relevant.

The WCED Cluster Audit Committee provided the independent oversight of the Department's system of risk management. The Audit Committee was 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 was in relation to the progress of implementation of the ERM Implementation Plan and risks faced by the Department and their relevant risk response/treatment strategies.

Impact on institutional performance

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

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

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

3. Fraud and Corruption

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

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

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

Various channels for reporting allegations of fraud and corruption exist and these are described in detail in the Provincial Anti-Corruption Strategy and the Departmental Fraud Prevention Plan.

Each allegation received by the Provincial Forensic Services (PFS) Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and generating statistics for the Province and Department.

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

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

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

Open cases as at 1 April 2017	12
New cases (2017/18)	11
Closed cases (2017/18)	(9)
Open cases as at 31 March 2018	14

The following table further analyses the closed cases indicated above:

Outcome of cases closed	
Outcome	Number
Allegations substantiated	8
Only preliminary investigation with no adverse findings	1
Only preliminary investigation with no findings but with recommendations	-

4. Minimising Conflict of Interest

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

5. Code of Conduct

The department adheres to the Public Service Code of Conduct.

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

6. Health Safety and Environmental Issues

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

7. Portfolio Committees

Not applicable

8. Scopa Resolutions

The Report of the Public Accounts Committee (PAC) dated 14 December 2017, having considered as part of its oversight role the 2016/2017 Annual Report of the Western Cape Education Department for the year ended 31 March 2017, is summarised below.

The Committee noted the audit opinion of the AGSA regarding the annual financial statements of the Department for the 2016/17 financial year, having obtained an unqualified audit report with no findings on pre-determined objectives. This audit opinion remains unchanged from the 2015/16 financial year.

Audit Opinion

The AGSA raised no findings with the Department on compliance with laws and regulations, nor predetermined objectives.

Financial Management

The Western Cape Department of Education spent R19,301 billion of a budget of R19,530 billion, which resulted in an overall under-expenditure of R229 million (1,18%).

The overall under-spending within the Department was mainly due to compensation of employees, goods and services and buildings and other fixed structures; within the following programmes:

- Programme 1: Administration;
- Programme 2: Public Ordinary School Education; and
- Programme 6: Infrastructure Development.

In addition, the Department's revenue budget of R40,348 million was under-collected by R1,652 million, which resulted in a Departmental receipt of R38 696 million.

The revenue under-collection was due to the following factors:

- Interest, dividends and rent on land; and
- Financial transactions in assets and liabilities.

The Committee further notes that the Department occurred a 100% spend through its capital budget of R6 663million

The Committee made the following recommendations to the Department:

Background/ Concerns	Resolutions	Progress
<p>Pages: 4-9 of the Audit Committee briefing document to the PAC. Heading: "3.5: Internal Controls" Description: The Committee takes cognisance of the fact that the Audit Committee noted major areas for improvement for the Department, during the performance of its work during the 2016/17 financial year. The major areas included the following:</p> <ul style="list-style-type: none"> • District Support to Schools; • Teacher Absenteeism; • HR Planning - Schools Principals; • Transfer Payment - (Norms and Standards Funding of Public Schools); • Specialised Support; and • Disaster Recovery. 	<p>1. That the Department briefs the Committee on the major areas for improvement, as identified by the Audit Committee, during the 2016/17 financial year.</p>	<p>Committee will be briefed on 7 June 2018.</p>
<p>Pages: 3; 24; 74-75. Heading: "Safe Schools" Description: The Committee takes cognisance of the fact that the WCED addressed safety issues at schools through the safe schools programme and in partnership with other departments, including the City of Cape Town. It should be noted that the Safe Schools Call Centre received approximately 8 730 calls during the 2016/17 calendar year. Of these, 2 110 calls needed further follow up and support, 689 were crime related, 395 were abuse cases and 283 needed counselling and psychologist support.</p>	<p>2. That the Department briefs the Standing Committee on Education on the number of fatalities that occurred at the various primary- and secondary schools within the Western Cape Province during the 2016/17 financial year, including any mechanisms that were developed and introduced to address this challenge.</p>	<p>The PAC resolved, as per Standing Rule 99 (2), to confer with the Standing Committee on Education for further oversight and monitoring.</p>

Annual Report for 2017/18 Financial Year
 Vote 5: Department of Education
 Province of the Western Cape

Background/ Concerns	Resolutions	Progress
<p>Although the Committee does not conduct oversight over the programmes and policies of the WCED, it; none the less; acceded to the concerns raised from members, and therefore PAC would request the Standing Committee on Education to take cognisance of this specific matter.</p>		
<p>Page: 216 of the Annual Report Heading: "Debts written off" Description: The Committee notes that the Department incurred an expenditure on its salary overpayments to the amount of R 5 562 million. Moreover, it was reported by the Department that the overpayments related to its Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR) cases that were claimed for during the 2016/17 financial year.</p>	<p>3. That the Department briefs the Committee on the details of the salary overpayments in respect of PILIR cases that were claimed for during the 2016/17 financial year.</p>	<p>Committee will be briefed on 7 June 2018.</p>
<p>Page: 221 of the Annual Report Heading: "Accruals and payables not recognised" Description: The Committee notes that the Department incurred expenditure on invoices beyond the 30 days period. This was in contrast to National Treasury Regulation 8.2.3 and Instruction Note 34, whereby an instruction was communicated that all departments (national and provincial) effect payments of invoices from stakeholders within thirty (30) days from receipt of an invoice as required.</p>	<p>4. That the Department briefs the Committee on the accrual payments that were made after 30 days of receipt of invoices.</p>	<p>Committee will be briefed on 7 June 2018.</p>
<p>Page: 224 of the Annual Report Heading: "Note 22.4: Details of irregular expenditure under investigation" Description: The Committee notes that the Department incurred irregular expenditure which was not included in the main appropriations statement. The total costs that were appropriated from the fiscus of the Department amounted to R10 514 million. The Committee takes cognisance of Section 1 of the PFMA whereby it states that such type of expenditure, other than unauthorised expenditure, incurred in contravention of; or</p>	<p>5. That the Department briefs the Committee on the status of the investigations that is being undertaken within the Department, including the design or implementation of a mechanism, which would ensure minimisation of such expenditure.</p>	<p>Committee will be briefed on 7 June 2018.</p>

Background/ Concerns	Resolutions	Progress
<p>that is not in accordance with a requirement of any applicable legislation, including:</p> <p>a) The PFMA;</p> <p>b) The State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of that Act; and</p> <p>c) Any provincial legislation providing for procurement procedures in that provincial government.</p>		
<p>Page: 225 of the Annual Report Heading: "Note 23.4: Details of fruitless and wasteful expenditure under investigation" Description: The Committee notes that the Department incurred fruitless and wasteful expenditure which was not included in the Appropriations Statement. The total costs that were appropriated from the fiscus of the Department amounted to R2 019 million. The Committee takes cognisance of National Treasury's Guideline on fruitless and wasteful expenditure whereby the Department should apply due diligence (careful application, attentiveness, caution) to ensure that the probability of a transaction, event or condition (not being achieved as planned) is being managed to an acceptable level.</p>	<p>6. That the Departments brief the Committee on the status of the investigations that is being undertaken by the Department, including the design or implementation of a mechanism, which would ensure a minimisation of such expenditure.</p>	<p>Committee will be briefed on 7 June 2018.</p>

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

1. The nature of the Provincial Forensic Services Case Movement Certificates' 11 open cases, as at 1 April 2016, as reflected on page 127 of the Annual Report.
2. The case numbers of the six allegations that were substantiated, as per the outcome of the Provincial Forensic Service of cases closed, including those that were referred to the South African Police Services, as reflected on page 127 of the Annual Report.
3. A cost breakdown and nature of the legal services rendered to the WCED, which amounted to R2 329 million, as reflected on page 179 of the Annual Report.
4. A copy of the Departments' User Asset Management Plan (UAMP) for the 2016/17 financial year, with specific reference to the Asset Management Plan for Claremont and Wynberg High schools (to be provided to the Standing Committee on Education upon receipt).

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
School Governing Body involvement in the management of the school	2016/17	Minutes are kept by the Principal in a file at the school.
Curriculum and content coverage	2016/17	All the schools have been visited during planned visits and curriculum coverage is checked.
Learner Teacher Support Material (LTSM)	2016/17	All other schools have reported that the LTSM policy is in place.
Asset registers for school assets and ICT equipment		The Department engaged with schools to institutionalise asset registers
Poor workmanship and lack of monitoring at Itsitsa Primary School	2016/17	The Department also developed an Assessment Tool which will use in future to assess school buildings a year after it has been occupied. This is to assess the functionality of buildings and the results of these post-occupancy reports will feed into future new school designs.
IT: Security management	2016/17	The Department implemented the finding to accommodate for the broken session authentication.

10. Internal Control Unit

The Internal Control Directorate undertook the following functions:

1. Implemented a process to support proper governance
2. Supported the Integrated Internal Control System: maintained and updated a database of Legal Frameworks and monitored the proper implementation of legal frameworks
3. Maintained the Forensic Investigation register: Co-ordinated departmental Fraud Awareness Training, provided progress reports on FIU cases for Head Office and Districts and reported the updated departmental FIU register to Department of the Premier.
4. Monitored compliance against prescripts: managed and developed a compliance working tool; updated the tool in line with current legislation, tested internal control procedures in order to detect trends to determine weaknesses within the internal control system.
5. Evaluated the effectiveness and the implementation of financial prescripts: completed inspections within the department; monitored performances of SCM Champions.

6. Evaluated the departmental risks registers: maintained and kept a record of risk reports; liaised with ERM unit and Internal Audit on the departmental risks.
7. Provided Combined Assurance Services
8. Facilitated the Internal and External Audits: Monitored progress on recommendations in the management report and internal audit reports; analysed and ensured implementation of responses of management; provided inputs and advice.
9. Reported matters to the Audit Committee: provided comment on status of financial management improvement plan to the Audit Committee
10. Ensured implementation of corrective controls: Completed inspections and provided reports and registers on irregular, fruitless and wasteful expenditure and unauthorized expenditure; completed the post auditing process in respect of payment vouchers; completed the verification of the MPAT documentation

11. Internal Audit and Audit Committees

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

The following key activities are performed in this regard:

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

The following assurance engagements were approved and completed in the 2017/18 Internal Audit Plan:

- District Financial Modelling
- Directive on Public Administration
- Quality Marking
- Continuity Planning
- Learner Admissions
- Misrepresentation of learner numbers for funding
- ECD transfer funds
- National School Nutrition Programme
- IT Governance

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

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

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

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Ms Rozan Jafftha	CA (SA); CIA; Hons B Compt (CTA); BCom (Acc)	External	n/a	01 October 2017 (2 nd term) 4	n/a	6
Mr Nick Buick	B Com, CTA, CA (SA)	External	n/a	1 January 2017 (1 st term)	n/a	5
Ms Merle Kinnes	BA; LLB; Certificate Forensic Examination; Attorney of the High Court of SA.	External	n/a	1 January 2017 (1 st term)	n/a	7
Ms Greshna Le Hane	B Com (Acc), B Com (Hon), CA (SA)	External	n/a	1 April 2017 (1 st term)	n/a	7

12. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2018.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

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

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

- District Financial Modelling
- Directive on Public Administration
- Quality Marking
- Continuity Planning
- Learner Admissions
- Misrepresentation of learner numbers for funding
- ECD transfer funds
- National School Nutrition Programme
- IT Governance

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

In-Year Management and Monthly/Quarterly Report

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

Evaluation of Financial Statements

The Audit Committee has:

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

Compliance

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

Provincial Forensic Services

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

Performance Information

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

Auditor General's Report

The Audit Committee has:

- Reviewed the AGSA's Management Report and Management's responses thereto;
- On a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year; and
- Has met with the AGSA to ensure that there are no significant unresolved issues that emanated from the regulatory audit.

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

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

The Audit Committee commends the Department for maintaining an unqualified audit opinion with no material findings and urges the department to ensure continuous improvement of the control environment by timely implementation of action plans in response to control matters raised by assurance providers.



Mr N Buick
Chairperson of the Education Audit Committee
14 August 2018



Part D
HR Management

1. Legislation that Governs HR Management

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

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

2. Introduction

Overview of People Management matters at the Department

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

Consultations between the Minister for Education in the Western Cape on the affordable basket of educator posts for 2018 and the distribution of the affordable basket of posts between the Head of Department with Unions and interested parties were concluded on 08 August 2017. Given the fiscal challenges on the compensation of employee budget for the 2017/2018 MTEF and 2018/2019 MTEF, the WCED's main objective was not to reduce the number of educator posts at education institutions. The aforementioned was achieved by introducing cost containment measures. The affordable basket of posts for 2018 was increased to 32 594 for the 2018 academic year with the objective of maintaining stability at education institutions and to address the increased number of learners migrating to the Western Cape. A re-prioritisation of certain posts allocations was made within the 32 594 posts allocation for the 2018 academic year in order to allocate 49 posts for waiting lists and learner support needs at Special Schools. Steps were taken to ensure an educator/learner ratio of 1: 37 in primary schools and 1:35 in high schools is maintained.

The department issued 2 vacancy lists for educators, as scheduled in 2017 as well as two special vacancy lists on demand for principal and deputy principal posts.

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

1. School leadership and management:

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

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

2. Reduction in number of temporary teachers:

The department appointed 852 PL1 teachers in a permanent capacity with effect from 01 January 2018.

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

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

Workforce planning and key strategies to attract and recruit a skilled and capable workforce
The department took advantage of the services and availability of the graduates of the Funza Lushaka Bursary scheme as administered by the National Department of Basic Education. The Department managed to place 394 of the eligible list of 607 Funza Lushaka bursary holders that completed their studies at the end of 2016 for placement in 2017 against vacant substantive posts. This represents a 64.5% placement rate of Funza Lushaka bursary holders.

The Department managed to place 422 of the eligible list of 589 Funza Lushaka bursary holders that completed their studies at the end of 2017 for placement in 2018 against vacant substantive posts. This represents a 72% placement rate of Funza Lushaka bursary holders during the period 1 January 2018 to 31 March 2018.

The department profiled teachers in terms of phases and subjects taught for people planning purposes, which guides phases and subjects where there will be a need of teachers over the next 4 years. The information was shared with the Higher Education Institutions in the Western Cape in order for them to respond to the need indicated.

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

Employee performance management framework

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

Employee wellness programmes

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

This programme provides on-going support in respect of the psychological, emotional and lifestyle needs of employees. The programme focuses on, amongst others, HIV and AIDS, stress, financial management, relationships, legal, family matters, substance abuse and trauma debriefing. The programme also addresses health and wellness issues of employees through Employee Health and Wellness Awareness Days. The aim of these awareness days is to promote healthy lifestyles and raise the profile of services which the WCED offers to its employees. In addition, Health Promotion Awareness takes place according to days noted in the Department of Health's Health Calendar. The WCED hosted 51 Health and Wellness Awareness Days, created awareness by arranging 22 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period, and provided support during 30 Trauma debriefing sessions.

Achievements and challenges

The department provided the 2018 school staff establishments before the end of August 2017. This enabled schools to commence timeously with their planning for 2018 and created sufficient opportunity for schools to appeal for more posts where necessary. School staff establishments for 2018 were based on verified learner numbers as at 31 July 2017.

The WCED's e-Recruitment system for teachers is proving to be a success and have contributed to enhanced efficiencies in the system and more competent teachers to be appointed. All vacancies are published via the on-line system and applications can only be made via said on-line system. To date 75 855 users have registered on the system and 39 974 users have completed profiles on the system. Phase II (automation of the governing body process) was successfully piloted in 2016/2017 with full roll-out scheduled to be completed by the end of 2018.

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

3. Human Resources Oversight Statistics

3.1 Personnel related expenditure

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

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

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

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2017 to 31 March 2018

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)	Number of Employees
Programme 1	1 510 373	830 987	1 315	0	4.04%	454.09	1830
Programme 2	15 191 513	13 049 203	19 698	0	63.45%	365.08	35743
Programme 3	106 912	0	0	0	0	0	0
Programme 4	1 188 911	949 663	0	0	4.62%	334.39	2840
Programme 5	525 314	59 364	0	0	0.29%	478.74	124
Programme 6 *	1 674 978	22 229	0	0	0.11%	516.95	43
Programme 7	368 835	**158 660	0	0	0.77%	387.92	409
		***108 780	0	0	0.53%	0	0
Total	20 566 836	15 178 886	21 013	0	73.80%	370.32	40989

Notes:

* Programme 6 includes Occupation Specific Dispensation (OSD) posts, which is largely funded through DORA posts.

** The personnel expenditure in respect of Programme 7 (Examination and Education Related Services) amounting to R158.66m 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 R108.78m reflects the amount in respect of the expenditure of Examiners/Moderators/Markers and temporary administrative support staff (for the 2017-Matric examinations), HIV/AIDS support staff and interns.

Table 3.1.2 Personnel costs by salary band for the period 1 April 2017 to 31 March 2018

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)	384 249	2.52	122.02	3149
Skilled (level 3-5)	991 416	6.51	195.01	5084
Highly skilled production (levels 6-8)	9 008 560	59.13	368.03	24478
Highly skilled supervision (levels 9-12)	4 793 718	31.46	582.54	8229
Senior and Top management (levels 13-16)	58 350	0.38	1 190.82	49
Total	15 236 293	100.00	371.72	40989

Notes:

*The total personnel expenditure in tables 3.1.1 and 3.1.2 differs because some transactions are made directly on BAS

**The total number of employees indicated in tables 3.1.1 and 3.1.2 above includes both public service staff and educators.

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

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2017 to 31 March 2018

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	600 926	3.94	4 452	0.03	18 882	0.12	35 215	0.23
Programme 2	9 767 094	64.10	77	0	300 556	1.97	549 403	3.61
Programme 3	0	0	0	0	0	0	0	0
Programme 4	696 101	4.57	30	0	23 815	0.16	41 706	0.27
Programme 5	45 008	0.30	0	0	1 058	0.01	2 319	0.02
Programme 6	11 613	0.08	20	0	229	0	448	0
Programme 7	190 643	1.25	2 003	0.01	4 663	0.03	8 640	0.06
Total	11 311 385	74.24	6 585	0.04	349 203	2.29	637 731	4.19

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2017 to 31 March 2018

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)	271 648	1.78	46	0	18 713	0.12	17 659	0.12
Skilled (level 3-5)	703 527	4.62	1 957	0.01	42 595	0.28	60 605	0.40
Highly skilled production (levels 6-8)	6 708 858	44.03	3 429	0.02	198 137	1.30	383 121	2.51
Highly skilled supervision (levels 9-12)	3 589 197	23.56	1 150	0.01	89 653	0.59	175 633	1.15
Senior management (level 13-16)	38 155	0.25	0	0	105	0	713	0
Total	11 311 385	74.24	6 582	0.04	349 203	2.29	637 731	4.19

3.2 Employment and Vacancies

The tables in this section summarise the position regarding 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 2018

Personnel Group	Programme	Number of funded posts	Unfunded posts	Number of Posts Filled	Vacancy Rate (%)	Number of persons additional to the establishment	Total number of employees
All Personnel	Programme 1	2 116	22	1 805	14.70	25	1 830
	Programme 2	35 381	3	35 492	0.00	251	35 743
	Programme 4	2 812	0	2 803	0.32	37	2 840
	Programme 5	9	0	124	0.00	0	124
	Programme 6	52	0	39	25.00	4	43
	Programme 7	483	3	405	16.15	4	409
	Total	40 853***	28	40 668	0.45	321	40 989
Educators	Programme 1	585	4	574	1.88	10	584
	Programme 2	29 305	0	29 455	0.00	112	29 567
	Programme 4	1 862	0	1 874	0.00	6	1 880
	Programme 5	9	0	124**	0.00	0	124**
	Programme 6	6	0	6	0.00	0	6
	Programme 7	160	0	159	0.63	4	163
	Total	31 927	4	32 192	0.00	132*	32 324

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
Public Service Personnel	Programme 1	1 531	18	1 231	19.60	15	1 246
	Programme 2	6 076	3	6 037	0.64	139	6 176
	Programme 4	950	0	929	2.21	31	960
	Programme 5	0	0	0	0.00	0	0
	Programme 6	46	0	33	28.26	4	37
	Programme 7	323	3	246	23.84	0	246
	Total	8 926	24	8 476	5.04	189	8 665

Notes:

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

** Programme 5: Posts of educators: pre-primary is 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 to create more learning sites for pre-primary learners (Early Childhood Development). 124 Educators in Programme 5 are Pre-Primary Personnel. These personnel are carried in additional posts. 118 of these personnel are carried in additional posts.

*** Included in the Funded Posts, are 74 Temporary Posts for Interns.

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 2018

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)	3 347	3	3 416	0.00	69	3 485
	Skilled (Levels 3-5)	4 294	9	4 579	0.00	93	4 672
	Highly skilled production (Levels 6-8)	2 9076	10	29 052	0.08%	20	29 072
	Highly skilled supervision (Levels 9-12)	4 089	6	3 574	12.59	137	3 711
	Senior Management (Levels 13-16)	47	0	47	0.00	2	49
	Total	40 853	28	40 668	0.45	321	40 989
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	267	0	855**	0.00	0	855**
	Highly skilled production (Levels 6-8)	27 847	0	27 994	0.00	0	27 994
	Highly skilled supervision (Levels 9-12)	3 813	4	3 343	12.33	132	3 475
	Senior Management (Levels 13-16)	0	0	0	100.00	0	0
	Total	31 927	4	32 192	0.00*	132	32 324

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
Public Service Personnel	Lower Skilled (Levels 1-2)	3 347	3	3 416	0.00	69	3 485
	Skilled (Levels 3-5)	4 027	9	3 724	7.52	93	3 817
	Highly skilled production (Levels 6-8)	1 229	10	1 058	13.91	20	1 078
	Highly skilled supervision (Levels 9-12)	276	2	231	16.30	5	236
	Senior Management (Levels 13-16)	47	0	47	0.00	2	49
	Total	8 926	24	8 476	5.04	189	8 665

Notes:

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

**All educator posts are created for the appointment of professionally fully qualified educators (at least Matric plus 3 years training) at the minimum of salary levels 6-8. The WCED does have some under-qualified educators in the system. These are the 855 educators who are remunerated at salary levels 3-5 because they do not meet the minimum post requirements to be paid at salary levels 6-8. These educators are all appointed against approved posts indicated in the salary band 6-8 in this table.

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2018

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
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N/A

The Western Cape Education Department has not identified any critical occupations.

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:
 - (a) 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;
 - (b) 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;
 - (c) 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 2018

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	8	0	9	112.50	0	0.00
Salary Level 13	34	0	33	97.06	1	2.94
Total	47	0	47	100.00	1	2.13

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

Table 3.3.2 SMS post information as on 30 September 2017

SMS Level	Number of SMS posts per level		Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
	Funded	Unfunded				
Director-General/ Head of Department	1	0	1	100.00	0	0.00
Salary level 16, but not HOD	0	0	0	0.00	0	0.00
Salary Level 15	4	0	4	100.00	0	0.00
Salary Level 14	8	0	8	100.00	0	0.00
Salary Level 13	33	0	36	109.09	0	0.00
Total	46	0	49	106.52	0	0.00

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

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2017 to 31 March 2018

SMS Level	Advertising	Filling of Posts	
	Number of Vacancies per Level Advertised in 6 Months of becoming Vacant	Number of Vacancies per Level Filled in 6 Months after becoming Vacant	Number of Vacancies per Level not Filled in 6 Months but Filled in 12 Months
Director-General/ Head of Department	0	0	0
Salary level 16, but not HOD	0	0	0
Salary Level 15	0	0	1
Salary Level 14	2	0	0
Salary Level 13	4	0	0
Total	6	0	1

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2017 to 31 March 2018

Reasons for vacancies not advertised within six months
N/A

Reasons for vacancies not filled within six months
N/A

Note:

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

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2017 to 31 March 2018

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months
The department contemplated to change the responsibilities of the Deputy Director-General: Education Planning, after an extended Organisational Design investigation, it was determined that the post (DDG: Education Planning) should remain with the current functions and responsibilities.

Note:

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

3.4 Job Evaluation

Within a nationally determined framework, 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 2017 to 31 March 2018

Salary Band	Total number of posts as on 31 March 2018	Number of posts evaluated	% of posts evaluated by Salary Bands	Posts Upgraded		Posts Downgraded	
				Number	Posts up-graded as a % of total posts	Number	Posts down-graded as a % of total posts
Lower skilled (Levels 1-2)	3 347	0	0.00	0	0.00	0	0.00
Skilled (Levels 3-5)	4 294	76	1.77	0	0.00	0	0.00
Highly skilled production (Levels 6-8)	29 076	136	0.47	23	0.08	16	0.05
Highly skilled supervision (Levels 9-12)	4 089	64	1.57	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	33	0	0.00	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	8	0	0.00	0	0.00	0	0.00

Salary Band	Total number of posts as on 31 March 2018	Number of posts evaluated	% of posts evaluated by Salary Bands	Posts Upgraded		Posts Downgraded	
				Number	Posts up-graded as a % of total posts	Number	Posts down-graded as a % of total posts
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	40 853	276	0.68	23	0.56	16	0.04

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 2017 to 31 March 2018

Gender	African	Coloured	Indian	White	Total
Female	4	7	0	1	12
Male	5	5	0	0	10
Total	9	12	0	1	22
Employees with a disability					0

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2017 to 31 March 2018

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

Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2017 to 31 March 2018

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

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

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2017 to 31 March 2018

Personnel Group	Salary Band	Number of employees per band as on 31/3/2017	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turnover rate %
All personnel	Lower skilled (Levels 1-2)	3 160	2 868	1	2 869	2 731	1	2 732	4.34
	Skilled (Levels 3-5)	5 086	4 240	7	4 247	3 174	4	3 178	21.02
	Highly skilled production (Levels 6-8)	23 734	12 826	24	12 850	12 712	24	12 736	0.48
	Highly skilled super-vision (Levels 9-12)	8 584	508	5	513	1 217	8	1 225	0.00
	Senior Management Service Band A (Level 13)	35	6	0	6	4	1	5	2.86
	Senior Management Service Band B (Level 14)	8	2	0	2	1	0	1	12.50
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	40 611	20 448	37	20 485	19 839	38	19 877	1.50
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	1 133	2 936	0	2 936	1 838	0	1 838	96.91
	Highly skilled production (Levels 6-8)	22 549	12 622	13	12 635	12 499	19	12 518	0.52
	Highly skilled super-vision (Levels 9-12)	8 355	479	4	483	1 195	6	1 201	0.00
	Senior Management Service Band A (Level 13)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band B (Level 14)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	0	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	0	0	0	0	0	0	0	0.00
	Total	32 037	16 037	17	16 054	15 532	25	15 557	1.55
Public Service	Lower skilled (Levels 1-2)	3 160	2 868	1	2 869	2 731	1	2 732	4.34
	Skilled (Levels 3-5)	3 953	1 304	7	1 311	1 336	4	1 340	0.00
	Highly skilled production (Levels 6-8)	1 185	204	11	215	213	5	218	0.00
	Highly skilled supervision (Levels 9-12)	229	29	1	30	22	2	24	2.62
	Senior Management Service Band A (Level 13)	35	6	0	6	4	1	5	2.86
	Senior Management Service Band B (Level 14)	8	2	0	2	1	0	1	12.50
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	8 574	4 411	20	4 431	4 307	13	4 320	1.32

Notes:

Column 1 (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 2017 to 31 March 2018

Critical occupation	Number of employees at beginning of period- April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
N/A The Western Cape Education Department has not identified any critical occupations.				

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 2017 to 31 March 2018

Group	Termination type	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2017
All Personnel	Death / Demise	112	0.56	0.28
	Resignation	1 317	6.63	3.24
	Expiry of contract*	17 305	87.06	42.61
	Dismissal - operational changes	18	0.09	0.04
	Dismissal - misconduct	42	0.21	0.10
	Discharged due to ill-health	75	0.38	0.18
	Retirement	969	4.87	2.39
	Transfer to other Public Service Departments	39	0.20	0.10
	Total		19 877	100.00
Educators	Death/ Demise	80	0.51	0.25
	Resignation	1 113	7.15	3.47
	Expiry of contract *	13 477	86.63	42.07
	Dismissal – operational changes	18	0.12	0.06
	Dismissal – misconduct	24	0.15	0.07
	Discharged due to ill-health	55	0.35	0.17
	Retirement	764	4.91	2.38
	Transfers to other Public Service departments	26	0.17	0.08
	Total		15 557	100.00
Public Service Staff	Death/ Demise	32	0.74	0.37
	Resignation	204	4.72	2.38
	Expiry of contract *	3 828	88.61	44.65
	Dismissal – operational changes	0	0.00	0.00
	Dismissal – misconduct	18	0.42	0.21
	Discharged due to ill-health	20	0.46	0.23
	Retirement	205	4.75	2.39
	Transfers to other Public Service departments	13	0.30	0.15
	Total		4 320	100.00

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 2017 to 31 March 2018

Group	Termination type	All Personnel Number	% of Total Exits
All Personnel	Age	20	1.52
	Bad health	9	0.68
	Better remuneration	43	3.26
	Domestic problems	32	2.43
	Emigration	48	3.64
	Further studies	21	1.59
	Marriage	6	0.46
	Misconduct	1	0.08
	Nature of work	71	5.39
	No Reason	25	1.90
	Other Education Department	1	0.08
	Other Occupation	79	6.00
	Own Business	1	0.08
	Personal Grievances	4	0.30
	Pregnancy	1	0.08
	Resigning of Position	951	72.21
	Transfer (Spouse)	1	0.08
	Transport Problem	3	0.23
	Grand Total	1 317	100
	Educators	Age	20
Bad health		9	0.81
Better remuneration		36	3.23
Domestic problems		32	2.88
Emigration		48	4.31
Further studies		12	1.08
Marriage		6	0.54
Misconduct		1	0.09
Nature of work		60	5.39
No Reason		20	1.80
Other Education Department		1	0.09
Other Occupation		47	4.22
Own Business		1	0.09
Personal Grievances		4	0.36
Pregnancy		1	0.09
Resigning of Position		812	72.96
Transfer (Spouse)		1	0.09
Transport Problem		2	0.18
Total	1 113	100	

Group	Termination type	All Personnel Number	% of Total Exits
Public Service Staff	Age	0	0.00
	Bad health	0	0.00
	Better remuneration	7	3.43
	Domestic problems	0	0.00
	Emigration	0	0.00
	Further studies	9	4.41
	Marriage	0	0.00
	Misconduct	0	0.00
	Nature of work	11	5.39
	No Reason	5	2.45
	Other Education Department	0	0.00
	Other Occupation	32	15.69
	Own Business	0	0.00
	Personal Grievances	0	0.00
	Pregnancy	0	0.00
	Resigning of Position	139	68.14
	Transfer (Spouse)	0	0.00
	Transport Problem	1	0.49
	Total	204	100.00

Table 3.5.3.3 Age groups of staff who resigned, 1 April 2017 to 31 March 2018

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 <	11	5.39	11	0.84	0	0.00
Ages 20 to 24	63	4.90	10	4.78	53	4.76
Ages 25 to 29	269	5.88	12	20.43	257	23.09
Ages 30 to 34	156	7.35	15	11.85	141	12.67
Ages 35 to 39	97	13.73	28	7.37	69	6.20
Ages 40 to 44	117	10.29	21	8.88	96	8.63
Ages 45 to 49	175	12.25	25	13.29	150	13.48
Ages 50 to 54	181	14.71	30	13.74	151	13.57
Ages 55 to 59	128	12.25	25	9.72	103	9.25
Ages 60 to 64	113	12.25	25	8.58	88	7.91
Ages 65 >	7	0.98	2	0.53	5	0.45
Total	1317	100.00	204	100.00	1113	100.00

Table 3.5.3.4 Granting of employee initiated severance packages: 1 April 2017 to 31 March 2018

Total number of employee initiated severance packages in 2017/ 2018	0
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Table 3.5.4 Promotions by critical occupation for the period 1 April 2017 to 31 March 2018

Occupation	Employees 1 April 2016	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
N/A The Western Cape Education Department has not identified any critical occupations.					

Table 3.5.5 Promotions by salary band for the period 1 April 2017 to 31 March 2018

Personnel Group	Salary Band	Employees as at 31 March 2017	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)	3 160	79	2.50	1 878	59.43
	Skilled (Levels 3-5)	5 086	105	2.06	3 318	65.23
	Highly skilled production (Levels 6-8)	23 734	807	3.40	17 330	73.01
	Highly skilled supervision (Levels 9-12)	8 584	656	7.64	7 627	88.85
	Senior management (Levels 13-16)	47	4	8.51	31	65.95
	Total	40 611	1 651	4.07	30 184	74.32
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	1 133	1	0.09	166	14.65
	Highly skilled production (Levels 6-8)	22 549	738	3.27	16 901	74.94
	Highly skilled supervision (Levels 9-12)	8 355	637	7.62	7 472	89.43
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	32 037	1 376	4.30	24 539	76.60
Public service	Lower Skilled (Levels 1-2)	3 160	79	2.50	1 878	59.43
	Skilled (Levels 3-5)	3 953	104	2.63	3 152	79.74
	Highly skilled production (Levels 6-8)	1 185	69	5.82	429	36.20
	Highly skilled supervision (Levels 9-12)	229	19	8.30	155	67.69
	Senior Management (Levels 13-16)	47	4	8.51	31	65.96
	Total	8 574	275	3.21	5 645	65.84

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 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	1	6	2	2	0	1	1	1	0	0	14
Senior management (Level 13)	2	9	1	8	2	10	1	2	0	0	35
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	137	538	8	224	66	181	6	116	0	0	1 276
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	686	3 318	30	794	1 750	4 818	54	1 961	6	5	13 422
Semi-skilled and discretionary decision making (Levels 4-7)	1 314	2 592	9	655	4 120	8 367	73	3 490	49	32	20 701
Unskilled and defined decision making (Levels 1-3)	659	2 121	3	113	505	1 970	0	155	7	8	5 541
Total	2 799	8 584	53	1 796	6 443	15 347	135	5 725	62	45	40 989

Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	0	0	0	1	0	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	3	4	0	1	1	2	0	3	0	0	14
Semi-skilled and discretionary decision making (Levels 4-7)	0	0	0	1	1	2	0	4	0	0	8
Unskilled and defined decision making (Levels 1-3)	1	2	0	0	2	3	0	0	0	0	8
Total	4	6	0	3	4	8	0	7	0	0	32

Table 3.6.3 Recruitment for the period 1 April 2017 to 31 March 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	1	1	0	0	0	0	0	0	2
Senior management (Level 13)	0	1	0	3	0	2	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	9	61	0	12	13	32	0	30	0	0	157
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	107	675	2	65	774	1 216	8	148	0	0	2 995
Semi-skilled and discretionary decision making (Levels 4-7)	848	1 529	13	269	2 436	5 044	39	1 772	142	63	12 155
Unskilled and defined decision making (Levels 1-3)	536	1 541	4	139	566	1 943	2	308	40	56	5 135
Total	1 500	3 807	20	489	3 789	8 237	49	2 258	182	119	20 448

Table 3.6.4 Promotions for the period 1 April 2017 to 31 March 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	0	0	1	0	0	0	0	3
Senior management (Level 13)	0	0	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	15	43	0	31	6	19	2	15	0	0	131
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	101	262	0	76	206	400	10	200	1	1	1 257
Semi-skilled and discretionary decision making (Levels 4-7)	6	13	0	0	23	33	0	3	2	0	80
Unskilled and defined decision making (Levels 1-3)	30	61	0	3	11	71	0	3	0	0	179
Total	152	381	0	110	246	525	12	221	3	1	1 649

Table 3.6.5 Terminations for the period 1 April 2017 to 31 March 2018

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	1	0	0	0	0	0	0	0	0	1
Senior management (Level 13)	0	1	0	2	0	0	0	1	0	0	4
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	17	117	0	45	21	41	1	39	0	0	281
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	119	853	6	122	813	1 480	14	286	1	1	3 695
Semi-skilled and discretionary decision making (Levels 4-7)	803	1 476	14	265	2 347	4 851	32	1 739	165	79	11 771
Unskilled and defined decision making (Levels 1-3)	443	1 391	3	109	393	1 542	2	122	37	45	4 087
Total	1 382	3 839	23	543	3 574	7 914	49	2 187	203	125	19 839

Table 3.6.6 Disciplinary action for the period 1 April 2017 to 31 March 2018

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	53	162	1	16	58	119	0	12	421

Table 3.6.7 Skills development for the period 1 April 2017 to 31 March 2018

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)	519	2 144	28	407	817	2 076	31	568	6 590
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	743	2 027	10	388	2 979	6 419	90	2 317	14 973
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	41	103	1	1	44	137	0	15	342
Semi-skilled and discretionary decision making (Levels 4-7)	197	470	2	18	453	1 267	8	140	2 555
Unskilled and defined decision making (Levels 1-3)	23	210	0	5	49	126	1	6	450
Grand Total	1 553	4 954	41	819	4 342	10 025	130	3 046	24 910

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 2017

SMS Level	Number of funded SMS posts per level	Number of SMS members per level	Number of signed Performance Agreements per level	Signed Performance Agreements as % of SMS members per level
Director- General/ Head of Department	1	1	1	100.00
Salary level 16, but not HOD	0	0	0	100.00
Salary Level 15	5	3	3	100.00
Salary Level 14	8	8	7	100.00
Salary Level 13	37	34	34	100.00
Total	51	46	46	100.00

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2017

Reasons
Appointments after 31 May, but concluded within 3 months: <ul style="list-style-type: none"> • Deputy Director-General: Education Planning • Chief Director: Curriculum Management and Teacher Development • Director: Recruitment and Selection • Director: Curriculum GET • Director: Business Strategy and Stakeholder Management

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2017

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 2014/15, but paid during the year under review. The information is presented in terms of race, gender and disability (Table 3.8.3) and salary bands (Table 3.8.4).

Table 3.8.1 Notch progressions by salary band, 1 April 2017 to 31 March 2018

Salary Band	Employees as at 31 March 2017	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 160	1 878	59.43
Skilled (Levels 3-5)	5 086	3 318	65.23
Highly skilled production (Levels 6-8)	23 734	17 330	73.01
Highly skilled supervision (Levels 9-12)	8 584	7 627	88.85
Senior management (Levels 13-16)	47	31	65.95
Total	40 611	30 184	74.32

Table 3.8.2 Notch progressions by critical occupation, 1 April 2017 to 31 March 2018

Critical Occupations	Employees as at 31 March 2017	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
N/A The Western Cape Education Department has not identified any critical occupations.			

Table 3.8.3 Performance Rewards by race, gender and disability for the period 1 April 2017 to 31 March 2018

Personnel Group	Race and Gender	Beneficiary Profile			Cost (R'000)	
		Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
Public Service	African	224	1 800	12.44	1 441.82	6.44
	Male	90	838	10.74	514.41	5.72
	Female	134	962	13.93	927.40	6.92
	Coloured	1 148	6 096	18.83	8 251.01	7.19
	Male	417	2 624	15.89	2 737.79	6.57
	Female	731	3 472	21.05	5 513.22	7.54
	Indian	5	26	19.23	44.73	8.95
	Male	0	8	0.00	0.00	0.00
	Female	5	18	27.78	44.73	8.95
	White	252	727	34.66	2 283.81	9.06
	Male	39	157	24.84	412.17	10.57
	Female	213	570	37.37	1 871.64	8.79
	Disabled	2	16	12.50	12 826.44	6 413.22
	Grand Total		1 631	8 665	18.82	24 847.80

Table 3.8.4 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2017 to 31 March 2018

Group	Salary bands	Beneficiary Profile			Cost (R'000)		
		Number of beneficiaries	Total number of employees in group	% of total within salary bands	Cost (R'000)	Average cost (R'000) per beneficiary	Cost as a % of the total personnel expenditure
Public Service	Lower Skilled (Levels 1-2)	291	3 458	8	1 101.12	3.78	0.29
	Skilled (Levels 3-5)	879	3 800	2	5 569.24	6.34	0.56
	Highly skilled production (Levels 6-8)	372	1 046	36	3 766.18	10.12	0.04
	Highly skilled supervision (Levels 9-12)	79	223	35	1 296.03	16.41	0.03
	Total	1 621	8 527	19	11 732.56	7.24	0.08

Table 3.8.5 Performance Rewards by critical occupation for the period 1 April 2017 to 31 March 2018

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
N/A The Western Cape Education Department has not identified any critical occupations.					

Table 3.8.6 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2017 to 31 March 2018

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)	7	35	20.00	198.79	28.40	0.34
Senior Management Service Band B (Level 14)	2	8	25.00	62.07	31.04	0.11
Senior Management Service Band C (Level 15)	1	3	33.33	40.77	40.77	0.07
Senior Management Service Band D (Level 16)	0	1	0.00	0.00	0.00	0.00
Total	10	47	21.28	301.63	30.16	0.52

Note:

The SMS allocation of performance related rewards is over the 20% distribution curve, but it is attributed to a senior manager who was transferred into the department at the end of the performance cycle and who received a high-performance rating at a previous department and similarly with a seconded senior manager.

3.9 Foreign Workers

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

Table 3.9.1 Foreign workers by salary band for the period 1 April 2017 to 31 March 2018

Personnel Group	Salary Band	1 April 2017		31 March 2018		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Lower skilled (Levels 1-2)	2	1.43	2	1.87	0	0.00
	Skilled (Levels 3-5)	33	23.57	17	15.89	-16	48.48
	Highly skilled production (Levels 6-8)	98	70.00	81	75.70	-17	51.52
	Highly skilled supervision (Levels 9-12)	7	5.00	7	6.54	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	140	100.00	107	100.00	-33	100.00
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	30	22.22	15	14.56	-15	46.88
	Highly skilled production (Levels 6-8)	98	72.59	81	78.64	-17	53.13
	Highly skilled supervision (Levels 9-12)	7	5.19	7	6.80	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	135	100.00	103	100.00	-32	100.00
Public Service	Lower skilled (Levels 1-2)	2	40.00	2	50.00	0	0.00
	Skilled (Levels 3-5)	3	60.00	2	50.00	-1	100.00
	Highly skilled production (Levels 6-8)	0	0.00	0	0.00	0	0.00
	Highly skilled supervision (Levels 9-12)	0	0.00	0	0.00	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	5	100.00	4	100.00	-1	100.00

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2017 to 31 March 2018

	Major Occupation	1 April 2017		31 March 2018		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Labourers and related workers	4	2.86	4	3.74	0	0.00
	Clerks	1	0.71	0	0.00	-1	3.03
	Technicians and associated professionals	0	0	0	0.00	0	0.00
	Professionals	135	96.43	103	96.26	-32	96.97
	Total	140	100.00	107	100.00	-33	100.00
Educators	Labourers and related workers	0	0	0	0.00	0	0.00
	Clerks	0	0	0	0.00	0	0.00
	Technicians and associated professionals	0	0	0	0.00	0	0.00
	Professionals	135	100	103	100	-32	100.00
	Total	135	100	103	100	-32	100.00
Public Service	Labourers and related workers	4	80	4	100.00	0	0.00
	Clerks	1	20	0	0.00	-1	100.00
	Technicians and associated professionals	0	0	0	0.00	0	0.00
	Professionals	0	0	0	0.00	0	0.00
	Total	5	100	4	100.00	-1	100.00

3.10 Leave utilisation

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

Table 3.10.1 Sick leave for the period 1 January 2017 to 31 December 2017

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)	12 561	10 553	84.01	1 818	6.74	7	4	4 401
	Skilled (Levels 3-5)	24 761	20 655	83.42	3 085	11.44	8	5	13 827
	Highly skilled production (Levels 6-8)	125 102	99 979	79.92	16 567	61.42	8	5	131 854
	Highly skilled supervision (Levels 9-12)	48 083	40 283	83.78	5 469	20.27	9	6	76 668
	Senior Management (Levels 13-16)	224	171	76.34	36	0.13	6	5	623
	Total	210 731	171 641	81.45	26 975	100.00	8	5	227 374
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	2 538	1 923	75.77	470	2.21	5	3	1 622
	Highly skilled production (Levels 6-8)	115 404	91 951	79.68	15 573	73.12	7	5	122 802
	Highly skilled supervision (Levels 9-12)	45 904	38 507	83.89	5 256	24.68	9	6	73 266
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	163 846	132 381	80.80	21 299	100.00	8	5	197 690
Public service	Lower skilled (Levels 1-2)	12 561	10 553	84.01	1 818	32.03	7	4	4 401
	Skilled (Levels 3-5)	22 223	18 732	84.29	2 615	46.07	8	5	12 205
	Highly skilled production (Levels 6-8)	9 698	8 028	82.78	994	17.51	10	8	9 052
	Highly skilled supervision (Levels 9-12)	2 179	1 776	81.51	213	3.75	10	9	3 402
	Senior Management (Levels 13-16)	224	171	76.34	36	0.63	6	5	623
	Total	46 885	39 260	83.74	5 676	100.00	8	5	29,684

Note: Table 3.10.1 includes the information as displayed in Table 3.10.2.

Table 3.10.2 Incapacity leave (temporary and permanent) for the period 1 January 2017 to 31 December 2017

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
All personnel	Lower skilled (Levels 1-2)	1 804	1 802	100	59	5	31	1	650
	Skilled (Levels 3-5)	4 901	4 890	100	143	12	34	1	2 735
	Highly skilled production (Levels 6-8)	24 937	24 722	99	655	57	38	1	26 627
	Highly skilled supervision (Levels 9-12)	13 053	13 026	100	289	25	45	2	20 363
	Senior Management (Levels 13-16)	14	14	100	2	0	7	0	39
	Total	44 709	44 454	99	1 148	100	39	1	50 415

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0	0	0	0
	Skilled (Levels 3-5)	411	410	100	8	1	51	0	291
	Highly skilled production (Levels 6-8)	23 006	22 793	99	592	67	39	1	24 917
	Highly skilled supervision (Levels 9-12)	12 580	12 553	100	279	32	45	2	19 676
	Senior Management (Levels 13-16)	0	0	0.00	0	0	0	0	0
	Total	35 997	35 756	99	879	100	41	1	44 884
Public service	Lower skilled (Levels 1-2)	1 804	1 802	100	59	22	31	1	650
	Skilled (Levels 3-5)	4 490	4 480	100	135	50	33	1	2 444
	Highly skilled production (Levels 6-8)	1 931	1 929	100	63	23	31	2	1 710
	Highly skilled supervision (Levels 9-12)	473	473	100	10	4	47	2	687
	Senior Management (Levels 13-16)	14	14	100	2	1	7	0	39
	Total	8 712	8 698	100	269	100	32	1	5 530

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 2017 to 31 December 2017

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
All personnel	Lower skilled (Levels 1-2)	20 122	11	1 869
	Skilled (Levels 3-5)	35 234	13	2 746
	Highly skilled production (Levels 6-8)	20 902	14	1 473
	Highly skilled supervision (Levels 9-12)	24 493	15	1 641
	Senior Management (Levels 13-16)	1 172	23	51
	Total	101 923	13	7 780
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	0	0	0
	Highly skilled production (Levels 6-8)	1 186	3	410
	Highly skilled supervision (Levels 9-12)	18 786	13	1 397
	Senior Management (Levels 13-16)	0	0	0
	Total	19 972	11	1 807
Public service	Lower skilled (Levels 1-2)	20 122	11	1 869
	Skilled (Levels 3-5)	35 234	13	2 746
	Highly skilled production (Levels 6-8)	19 716	19	1 063
	Highly skilled supervision (Levels 9-12)	5 707	23	244
	Senior Management (Levels 13-16)	1 172	23	51
	Total	81 951	14	5 973

Note:

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

Table 3.10.4 Capped leave for the period 1 January 2017 to 31 December 2017

Group	Salary Band	Total capped leave available as at 23 Dec 2016	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 22 Dec 2017	Total capped leave available as at 22 Dec 2017
All personnel	Lower skilled (Levels 1-2)	3 813	125	5	25	69	1 397
	Skilled (Levels 3-5)	71 268	6 772	128	53	1 207	6 3761
	Highly skilled production (Levels 6-8)	222 794	17 175	640	27	4 197	194 411
	Highly skilled supervision (Levels 9-12)	428 830	34 709	1 134	31	6 058	38 4817
	Senior Management (Levels 13-16)	2 533	225	3	75	21	2 374
	Total	729 238	59 006	1 910	31	11 552	646 760
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	781	53	1	53	11	693
	Highly skilled production (Levels 6-8)	181 165	13 272	573	23	3 527	158 280
	Highly skilled supervision (Levels 9-12)	423 016	34 540	1 125	31	5 967	379 178
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	Total	604 962	47 865	1 699	28	9 505	538 151
Public service	Lower skilled (Levels 1-2)	3 813	125	5	25	69	1 397
	Skilled (Levels 3-5)	70 487	6 719	127	53	1 196	63 067
	Highly skilled production (Levels 6-8)	41 629	3 903	67	58	670	36 132
	Highly skilled supervision (Levels 9-12)	5 814	169	9	19	91	5 639
	Senior Management (Levels 13-16)	2 533	225	3	75	21	2 374
	Total	124 276	11 141	211	53	2 047	108 609

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 2017 to 31 March 2018

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2017/18 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2017/18	55 326	642	86
Current leave pay-outs on termination of service 2017/18	2 026	214	9
Total	57 352	856	95

Note: A nett total of 214 employees received annual leave payouts. 130 employees received both capped and current leave payouts.

3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

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

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Director: Strategic People Management
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		The WCED Employee Health & Wellness Programme has four officials responsible for this programme; 1x Deputy Director, 1 x Assistant Director, 1 x Human Resource Practitioner and 1 x Human Resource Clerk. Budget = R1 895 000
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	x		The programme was implemented to address health awareness, promote healthy lifestyles and to provide support to psycho-social challenges among employees. It is an Employee Health and Wellness Management Programme focusing on preventative measures, but also focusing amongst others, on HIV and AIDS, stress, financial management, relationships, legal, family matters, substance abuse, trauma and online- Care Service. These services are provided by the Independent Counselling Advisory Service (ICAS) health and wellness service providers to ensure confidentiality. This programme also addresses health and wellness issues of employees through the following aspects of consideration: <ul style="list-style-type: none"> • Advocacy and Awareness to promote holistic wellbeing of employees. • Focusing on managers in order to do the necessary referrals of employees at risk. • Focusing on emerging psycho-social problem trends, inclusive of trauma incidences. <p>The WCED hosted 51 Health and Wellness Awareness Days, created awareness by arranging 22 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period, and provided support during 30 Trauma debriefing sessions.</p>

Question	Yes	No	Details, if yes																
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		<p>EHW Advisory Committee was established in 2014. The committee met on a six – monthly basis and comprise of the WCED officials and union representatives:</p> <p>Director x1 - Chairperson Deputy Director x 2 Coordinator: Occupational Safety Forum Head: Management and Governance per district (x8) Union Representatives: SADTU x 2; ATU x 2; NEHAWU x 1; PAWUSA x 1; PSA x1)</p> <p>Regular feedback and discussions are held during engagements with employee parties.</p>																
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		<p>The WCED implemented the Employee Health and Wellness Transversal Policy of the Western Cape Government. Employees are referred to the Employee Health and Wellness Programme for further assistance with regards to discrimination and their rights.</p>																
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		<p>The Employee Wellness Unit (EWU) invited all employees to attend wellness and HIV Counselling and Testing (HCT) screening sessions. The table below provides an overview of the types, and numbers, of tests and screenings that were conducted.</p>																
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	x		<p>During the period under review there were 5456 individuals who participated in the HCT screening sessions. This represents 3.7% of the 40,000-employee population. Of the 2542 males tested for HIV, 23 tested positive and of 3041 females, 31 tested positive.</p> <p>Health Counselling Tests:</p> <table border="1"> <tbody> <tr> <td>TB</td> <td>5 469</td> </tr> <tr> <td>Referral</td> <td>149</td> </tr> <tr> <td>Sti</td> <td>5 469</td> </tr> <tr> <td>Referral</td> <td>140</td> </tr> <tr> <td>Blood Pressure</td> <td>4 935</td> </tr> <tr> <td>Referral</td> <td>447</td> </tr> <tr> <td>Diabetes</td> <td>5 073</td> </tr> <tr> <td>Referral</td> <td>92</td> </tr> </tbody> </table>	TB	5 469	Referral	149	Sti	5 469	Referral	140	Blood Pressure	4 935	Referral	447	Diabetes	5 073	Referral	92
TB	5 469																		
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Sti	5 469																		
Referral	140																		
Blood Pressure	4 935																		
Referral	447																		
Diabetes	5 073																		
Referral	92																		
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		<p>Monthly and quarterly reports are received from the Employee Health and Wellness service provider indicating the utilisation of the services offered. The department source the sick leave data on Persal.</p> <p>Conduct employee health and productivity trend analyses in order to timeously guide managers and identify risks that could impact on the functioning of the department.</p>																
<p>Other advocacy initiatives were: nutrition, absenteeism in the workplace, cancer awareness, EHW services presentation during the Interns induction and in sites as well. Government Employee Provident Fund presentation. Developed a draft PILIR Protocol incorporating Employee Wellness support services. HCT Screening, HIV Testing for both females & males and TB Screening all implemented in district offices and underperforming schools.</p>																			

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2017 to 31 March 2018.

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 2017 to 31 March 2018

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	1	1.5
Verbal warning	11	0.1
Written warning	2	0.3
Final written warning	352	48.4
Suspension without pay	56	7.7
Fine	249	34.2
Demotion	0	0.0
Dismissal/ Abscondence	42	5.8
Not guilty	12	1.6
Case withdrawn	3	0.4
Total	728	100.0

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

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2017 to 31 March 2018

Type of misconduct	Number	% of total
Theft, bribery, fraud or act of corruption in regard to examinations	0	0.0
Sexual assault on learner	4	1.0
Sexual assault on another employee	0	0.0
Sexual relationship with learner of the same school	1	0.2
Serious assault with intention to cause grievous bodily harm to a learner or student	1	0.2
Serious assault with intention to cause grievous bodily harm to another employee	0	0.0
Illegal possession of an intoxicating illegal or stupefying substance	0	0.0
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	4	1.0
Wilfully or negligently mismanages the finances of the State	13	3.1
Misuse of state property	4	1.0
Unjustifiably prejudices the administration, discipline or efficiency of the Department	2	0.5
Misuses his or her position in the Department of Education to promote or to prejudice the interests of any person	0	0.0
Accepts second employment and / or compensation without written approval from the Employer	0	0.0
Fails to carry out a lawful order and / or routine instruction	10	2.4
Absenteeism	22	5.2
Discrimination	1	0.2

Type of misconduct	Number	% of total
Poor performance, for reasons other than incapacity	12	2.9
While on duty, is under the influence of intoxicating substance	6	1.4
Improper, disgraceful and unacceptable conduct	61	14.5
Assaults, or attempt to or threatens to assault	230	54.6
Victimisation and / or intimidation	0	0.0
Give false statements or evidence in the execution of duties, and / or falsification of records	0	0.0
Unlawful industrial action	17	4.0
Common law or statutory offence (theft, fraud and corruption)	16	3.8
Dishonesty	10	2.4
Abscondment	7	1.7
Total	421	100.0

Note: The number of all reported and finalised cases dealt with for the period 1 April 2017 -31 March 2018 is 1 076.

Table 3.12.4 Grievances logged for the period 1 April 2017 to 31 March 2018

Grievances lodged	Number	% of Total
Number of grievances resolved	118	49.6
Number of grievances not resolved	120	50.4
Total number of grievances lodged	238	100.0

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

Table 3.12.5 Disputes logged with Councils for the period 1 April 2017 to 31 March 2018

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	6	12.0
Number of disputes dismissed	44	88.0
Total number of disputes lodged	50	100.0

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

Table 3.12.6 Strike actions for the period 1 April 2017 to 31 March 2018

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

Table 3.12.7 Precautionary suspensions for the period 1 April 2017 to 31 March 2018

Precautionary suspensions	Number
Number of Public Servants suspended	4
Number of Educators suspended	11
Number of public servants whose suspension exceeded 30 days	2
Number of educators whose suspension exceeded 90 days	8
Average number of days suspended	130.93
Cost (R'000) of suspensions	1 887 099

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

3.13 Skills development

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

Table 3.13.1 Training needs identified for the period 1 April 2017 to 31 March 2018

Occupational Categories	Gender	Number of employees as at 1 April 2017	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 193	0	2 346	16	2 362
	Male	3 609	0	2 544	14	2 558
Professionals	Female	18 935	0	13 764	0	13 764
	Male	6 439	0	11 452	0	11 452
Technicians and associate professionals	Female	151	0	72	0	72
	Male	116	0	61	0	61
Clerks	Female	2 141	0	1 403	29	1 432
	Male	422	0	894	20	914
Service and sales workers	Female	1 094	0	19	0	19
	Male	231	0	1	0	1
Skilled agriculture and fishery workers	Female	2	0	21	0	21
	Male	23	0	9	0	9
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	3	0	0	0	0
	Male	38	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 269	0	476	0	476
	Male	2 557	0	584	0	584
Sub Total	Female	26 788	0	18 101	45	18 146
	Male	13 435	0	15 545	34	15 579
Total		40 223	0	33 646	79	33 725
Employees with disabilities**	Female	0	0	0	0	0
	Male	0	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.

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

Table 3.13.2 Training provided for the period 1 April 2017 to 31 March 2018

Occupational Categories	Gender	Number of employees as at 31 March 2018	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	1 239	0	3 492	0	3 492
	Male	1 290	0	3 098	0	3 098
Professionals	Female	24 786	0	11 805	0	11 805
	Male	10 807	0	3 169	0	3 169
Technicians and associate professionals	Female	51	0	197	0	197
	Male	39	0	146	0	146
Clerks	Female	834	0	1 806	0	1 806
	Male	142	0	510	0	510
Service and sales workers	Female	381	0	63	0	63
	Male	453	0	177	0	177
Skilled agriculture and fishery workers, craft and related trades workers	Female	0	0	0	0	0
	Male	6	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	1	0	0	0	0
	Male	4	0	0	0	0
Elementary occupations	Female	403	0	180	0	180
	Male	553	0	267	0	267
Sub Total	Female	27 695	0	17 543	0	17 543
	Male	13 294	0	7 367	0	7 367
Total		40 989	0	24 910	0	24 910
Employees with disabilities *	Female	0	0	0	0	0
	Male	0	0	0	0	0

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

3.14 Injury on duty

The following tables provide basic information on injury on duty.

Table 3.14.1 Injury on duty for the period 1 April 2017 to 31 March 2018

	Nature of injury on duty	Number	% of total
All Personnel	Required basic medical attention only:	64	96.97
	Back Injury	9	13.64
	Ankle	7	10.61
	Foot	3	4.55
	Chest	1	1.52
	Shoulder	9	13.64
	Arm	1	1.52
	Neck	2	3.03
	Leg Injury	3	4.55
	Knee	8	12.12
	Wrist	3	4.55
	Finger/Thumb	3	4.55
	Head	5	7.58
	Hand	5	7.58
	Hip	2	3.03
	Soft Tissue	3	4.55
	Temporary disablement	2	3.03
	Psychiatric	1	1.52
	Foot	1	1.52
	Permanent disablement	0	0.00
	Fatal	0	0.00
	Total	66	100.00

	Nature of injury on duty	Number	% of total
Educators	Required basic medical attention only:	36	94.74
	Back Injury	3	7.89
	Ankle	4	10.53
	Foot	2	5.26
	Chest	0	0.00
	Shoulder	4	10.53
	Arm	1	2.63
	Neck	1	2.63
	Leg Injury	3	7.89
	Knee	5	13.16
	Wrist	2	5.26
	Finger/Thumb	0	0.00
	Head	4	10.53
	Hand	3	7.89
	Hip	2	5.26
	Soft Tissue	2	5.26
	Temporary disablement	2	5.26
	Psychiatric	1	2.63
	Foot	1	2.63
	Permanent disablement	0	0.00
	Fatal	0	0.00
	Total	38	100.00

	Nature of injury on duty	Number	% of total
Public Service	Required basic medical attention only:	28	100.00
	Back Injury	6	21.43
	Ankle	3	10.71
	Foot	1	3.57
	Chest	1	3.57
	Shoulder	5	17.86
	Arm	0	0.00
	Neck	1	3.57
	Leg Injury	0	0.00
	Knee	3	10.71
	Wrist	1	3.57
	Finger/Thumb	3	10.71
	Head	1	3.57
	Hand	2	7.14
	Hip	0	0.00
	Soft Tissue	1	3.57
	Temporary disablement	0	0.00
	Psychiatric	0	0.00
	Foot	0	0.00

Permanent disablement	0	0.00
Fatal	0	0.00
Total	28	100.00
Percentage of total employment	0.07	

3.15 Utilisation of Consultants

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

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

Table 3.15.1 Consultant appointments using appropriated funds for the period 1 April 2017 to 31 March 2018

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: work days/ hours	Contract value in Rand	Total number of projects	Total individual consultants	BBBEE level
n/a									

Table 3.15.2 Consultant appointments using Donor funds for the period 1 April 2017 to 31 March 2018

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: work days/ hours	Contract value in Rand	Total number of projects	Total individual consultants	BBBEE level
n/a									

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2017 to 31 March 2018

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

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

Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2017 to 31 March 2018

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			