



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 2019. 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

The basic tool through which officials are held accountable remains Job Descriptions and Performance Agreements. The department's continued focus on values ensured the sustained prominence on the value 'accountability', the addition of the value 'responsibility' and an understanding of the conduct and behaviour expected when holding oneself and others 'accountable' and 'responsible'. Because Head Office officials are held responsible for timeous and expert support to districts, it follows then that Districts are held accountable for support to schools, teachers and learners. As a consequence, the results of the 2019 CSS and Barrett Survey showed significance improvement.

In 2019, all schools completed the School Improvement Plans (SIPs). The SIP is the planning tool that schools use to specify the activities for the coming year to achieve their goals and targets. School leadership is focused on the identification of areas of improvement and directed to align with provincial strategic foci. The principal, SGB and WCED Circuit Managers are co-signatories to the SIP thus making it an integral part of the accountability system.

In 2019/20, the WCED conducted quarterly School Improvement Monitoring (SIM), linked to the School Improvement Plans. The SIM for 2019/20 tracked key aspects of resourcing and school functionality. Reports were captured online, using CEMIS, thus enabled the WCED to keep abreast of and respond rapidly to school level matters such as the delivery of textbooks. This tool was used to monitor key compliance and functionality items monitored by the Circuit Managers thus extending accountability.

Accountability at Head Office level is further strengthened by the requirement to produce annual Directorate Plans and report against them on a quarterly basis. Chief Directors are required to present these reports at Top Management Committee (TopCo) meetings.

Financial and the non-financial (introduced in 2019) Responsibility Letters are issued to the respective responsibility managers who are held accountable for the successful implementation and achievement of departmental goals and outcomes.

The level of accountability is extended through the oversight role played by Provincial and National Treasury. Directorates within the WCED have counterpart sections at the Department of Basic Education through which streams of reporting, performance analyses and projections are maintained. The Department of the Premier exercises an oversight function on key WCED projects, which are tracked through the Provincial Dashboard and the online Biz projects toolkit. The assurance role played by Internal Control and External Audit in 2019/20 governed the control environment needed to ensure effective, prudent, functional yet responsive and innovative management displayed in 2019/20. Their role in the performance environment will continue to be strengthened over the next few years.

Quality assurance of the 2019 NSC examination processes was performed by the mandated body, Umalusi. This provided an assurance of consistency across the sector. Oversight monitoring of the 2019 NSC was conducted by the WCED in collaboration with DBE and provided the assurance that the examinations were conducted in accordance with the rules and that the processes and procedures were applied in a fair, valid, reliable and credible manner.

Whole School Evaluations (WSE), conducted over 3 or 5 days depending on the size of the school, are based on nine areas for evaluation specified in the WSE policy: i) Basic functionality; ii) Leadership, management and communication; iii) Governance and relationships; iv) Quality of teaching and learning and educator development; v) Curriculum provision and resources; vi) Learner achievement; vii) School safety, security and discipline; viii) School infrastructure and ix) Parents and community. The School Evaluation Pilot, which was initially conducted in 2017 on a revised approach to school evaluation, was strengthened in 2019

School Evaluations (SE) were conducted at 24 schools from April to October 2019. Onsite visits to primary and high schools took place over two to three days, depending on the size of the school.

The revised SE model is based on the following five areas of evaluation: i) Learner achievement; ii) Teaching and learning; iii) Behaviour and safety; iv) Leadership and management; and v) Governance, parents and community. The evaluation schedule, standards, shorter duration of visits and lesson observations in all classes in small schools and at least 75% in large schools were received well by schools. The findings were shared in detailed individual school reports and quarterly reports.

## 2. Risk Management

The Accounting Officer (AO) for the Western Cape Education Department 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 service to the Department. The Department established an Enterprise Risk Management Committee (ERMCO) to assist the Accounting Officer in executing his responsibilities relating to risk management.

### Enterprise Risk Management Committee Responsibility

The Enterprise Risk Management Committee reports that it has complied with its responsibilities arising from Section 38 (1)(a)(i) of the Public Finance Management Act (Act number 1 of 1999), National Treasury Regulations 3.2.1 and Public Service Regulations of 2016, Chapter 2, Part 1, 2 and 3. The ERMCO also reports that it has adopted an appropriate formal Terms of Reference (TOR) (approved by the ERMCO chairperson on 15 August 2018 and regulated its affairs in compliance with this Terms of Reference and has discharged all its responsibilities as contained therein.

### Enterprise Risk Management Committee Members

The ERMCO comprises of selected members of the WCED's senior management team. As per its Terms of Reference, the ERMCO is required to meet four times a year, however, due to the lock-down period imposed in respect of the COVID-19 pandemic, ERMCO only met three times during the 2019/20 financial year.

The table below provides information on ERMCO members:

Name	Position	Meetings Attended	Date Appointed
Mr BK Schreuder	Accounting Officer (Chairperson)	2	01/02/2016
Mr L Ely	DDG: Corporate Services (Departmental Risk Champion)	2	30/05/2014
Mr A Lewis	DDG: Institutional Development and Co-ordination	3	27/01/2016
Dr P Beets	DDG: Curriculum and Assessment Management	2	19/04/2017
Mr S Abrahams	DDG: Education Planning	2	25/04/2019
Ms W Conrad	Director: Business Strategy and Stakeholder Management	3	21/09/2018
Ms B Hammond	Director: Communications	3	01/10/2018

The following is an indication of other officials who attended the ERMCO meetings for the year under review:

<b>Name</b>	<b>Position</b>	<b>Meetings Attended</b>
Ms H Robson	DDG: Corporate Assurance	2
Ms A Haq	Director: Enterprise Risk Management (DotP)	2
Mr P Swartboo	Director: Internal Audit (DotP)	2
Mr R Chibvongodze	Chief Risk Advisor: Enterprise Risk Management (DotP)	3
Ms W Hansby	Director: Provincial Forensic Services (DotP)	1
Ms W Salie	Director: Internal Control	2
Ms M Natesan	Deputy Director: Provincial Forensic Services (DotP)	3
Ms N Teyise	Deputy Director: Provincial Forensic Services (DotP)	3
Ms T Maphisa	Deputy Director: Internal Audit (DotP)	3
Ms B Dyani	Deputy Director: Internal Audit (DotP)	3
Mr R Janse van Rensburg	Chief Director: Provincial Forensic Services (DotP)	2
Mr E Peters	IT Governance and Risk Practitioner	3

#### **Enterprise Risk Management Committee key activities**

The Accounting Officer is the chairperson of the ERMCO, and the DDG: Corporate Services is the departmental risk champion. In executing its function, the ERMCO performed the following key activities during the year:

- Reviewed the Department's ERM Policy, Strategy and Implementation Plan; for recommendation by the Audit Committee and approval by the Accounting Officer;
- Assessed the effectiveness of the implementation of the departmental ERM Policy, Strategy and Implementation Plan;
- Reviewed all risks outside the approved tolerance levels for further action;
- Evaluated the extent and effectiveness of integration of risk management within the department;
- Evaluated the effectiveness of mitigating strategies to address the material strategic, programme, information, communication and technology (ICT), ethics and economic crime risks;
- Reviewed the Fraud and Corruption Prevention and concomitant Implementation and recommended the same for approval by the Accounting Officer; and
- Evaluated the effectiveness of the implementation of the departmental Fraud and Corruption Prevention Implementation Plan.

#### **Key strategic risks considered and addressed during the year**

The following are key strategic risks for the department that were reviewed on a quarterly basis, including assessing the mitigations in place:

- The excessive demand for schooling due to population growth affects resource planning and admissions. The Learner enrolment and Placement Framework assists in managing this, inclusive of an early enrolment campaign alerting parents to enrol learners and identification of high-risk enrolment areas. This risk remains one of the Department's key focus areas.

- School Safety remains a risk to this department and is monitored on an ongoing basis. School Safety Plans are in place and provide guidance at every school in the case of a disruptive event. A Safe Schools Call Centre has been established to facilitate a coordinated and speedy response from all relevant role players in the case of disruptive events.
- The adverse macroeconomic environment has contributed to the Department having significant budget constraints. We are managing this on an ongoing basis by implementing strict budget management principles and streamlining of structures and processes. The Department follows a pro-poor approach but prioritising resource allocation to poor schools become increasingly difficult under the current economic environment.

Each programme's risks are deliberated upon and debated at the quarterly ERMCO meetings. Programme managers are required to provide feedback on progress with implementation of action plans to reduce the likelihood of risks materialising and/or the impact should they materialise. ERMCO also referred risks back that should be analysed more extensively and recommends additional mitigations or actions to manage risks.

The Department of Education Audit Committee provided independent oversight of the department's system of risk management. The Audit Committee was furnished with Quarterly ERM progress reports and risk registers to execute their independent oversight role.

#### **Key emerging risks for the following financial year**

The key emerging risk the department will have to considered in the next financial year relates to the COVID-19 pandemic, with an internal and external focus. On the one hand the department will have to consider how it will continue and recover its business during and after the pandemic and on the other the department will need to take into account the negative effect the pandemic may have on schooling and the entire Education System.

#### **Conclusion**

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	<p>Issue an "affordable educator basket" for educators and maintain / control Persal post establishment.</p> <p>Streamlined HRM processes to fit in the affordable basket (including adopting higher teacher/pupil ratio's</p> <p>Ongoing prioritization of budget according to immediate needs</p> <p>Prioritisation of posts to be filled by EXCO in line with available budget                      Implemented strict budget management and instituted austerity measures in accordance with the relevant NT directives, as it relates to catering, travelling etc</p> <p>Leverage economies of scale where possible through bulk purchases and utilizing transversal contracts</p>
2	Unsustainability of pro-poor policy	<p>Ongoing prioritization of budget according to immediate needs</p> <p>Poor learners attending fee paying schools are assisted through compensation for fee exemption as well as top up payments to equalise schools' fees to the minimum threshold</p> <p>Using the option to classify schools as "no-fee" schools and a process to enable this</p> <p>Schools are installed with water restrictors to reduce costs</p> <p>Annual circular issued to encourage schools to source their own income</p> <p>Growth projections conducted to anticipate the impact and prioritise resource allocation to poor schools</p>
3	Excessive demand for access to schools	<p>WCED conducts an early enrolment campaign and developed a learner enrolment and placement framework, compelling schools to plan more effectively as well as to administer early planning processes for learner placements</p> <p>Advance planning for potential high-risk enrolment areas informs resource allocation to accommodate learner growth</p>

Risk	Mitigation
<p>4 Poor performance of learners in high schools and primary school</p>	<p>Districts utilise Whole School Evaluation findings and recommendations to inform their support intervention</p> <p>WCED conducts Winter and Spring schools, as well as tutoring opportunities in classrooms for underperforming schools and learners</p> <p>Teachers are requested to identify learners that need special attention or who are under performing in order to provide the necessary support in alignment with the change in promotion policy.</p> <p>WCED has interactive subject support to 146 schools where lessons are beamed via telematics platform.</p> <p>Language and Maths and Science strategy is used by WCED to improve literacy and numeracy</p> <p>Curriculum strengthening forums have been established as a platform to brainstorm solutions</p> <p>Transversal approach was developed to determine the impact of interventions pursued</p> <p>Specific focus to training teachers in language, Maths and Science.          District officials monitor schools to ensure educators implement the required training</p> <p>Systemic tests are used to identify subjects where educators need support and are trained in those areas</p> <p>Grade R to 3 Turn Around Strategy has been developed to improve the quality of teaching in Grade R and is monitored by Districts</p> <p>Systemic tests in Grade 3 to determine relevant intervention required on school level.</p> <p>Grade 8 diagnostic tests in languages, maths and science are used to identify learners who join new high schools from different feeder schools</p> <p>School results, including Systemic and ANA test results, are continuously analysed to determine pass rate and areas of improvements are included in the SIP and DIP</p> <p>District officials visit schools to monitor use of textbooks and to train educators on the use of textbooks</p> <p>Annual audit of all LTSM by schools with effective inventory management at school level to determine and replenish shortages</p>



### 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 WCG adopted an Anti-Fraud and Corruption Strategy which confirms the Province's zero-tolerance stance towards fraud, theft and corruption. In line with this strategy the Department is committed to zero-tolerance with regard to corrupt, fraudulent or any other criminal 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 and Corruption Prevention Plan and a concomitant Implementation Plan which gives effect to the Prevention Plan.

Various channels for reporting allegations of fraud, theft and corruption exist and these are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy and the Departmental Fraud and Corruption 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 to generate statistics for the WCG and the Department.

Employees and workers 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 of the Protected Disclosures Act, No. 26 of 2000 e.g. if the disclosure was made in good faith). The WCG Whistle-blowing Policy provides guidelines to employees and workers 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 in 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.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. 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, PFS issued a Case Movement Certificate for the Department noting the following:

<b>Cases</b>	<b>Number of cases</b>
Open cases as at 1 April 2019	11
New cases (2019/20)	13
Closed cases (2019/20)	(14)
Referred cases (2019/20)	(2)
Duplicate/Incorporated cases (2019/20)	(1)
Open cases as at 31 March 2020	7

The following table further analyses the closed cases indicated above:

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**Nature and investigation outcomes of 14 cases closed**

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Allegations were substantiated in the following 8 cases:

- 3 cases of fraud and/or corruption (all 3 cases reported to SAPS); and
- 5 cases of irregularity and/or non-compliance (1 case was reported to SAPS).

In 4 cases the investigations were concluded with no adverse findings.

In 2 cases the investigations were concluded with no adverse findings, but recommendations were made.

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#### **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.

#### **7. Portfolio Committees**

Not applicable

## 8. Scopa Resolutions

The Committee noted the audit opinion of the AGSA regarding the annual financial statements of the Department for the 2018/19 financial year, having obtained an unqualified audit report with findings on pre-determined objectives and internal control deficiencies. This audit opinion reports a regression from the 2017/18 financial year, where the Department achieved a clean audit outcome.

### Audit Opinion

The AGSA raised findings with the Department on pre-determined objectives and internal control deficiencies.

#### Finding on pre-determined objectives

The findings which relates to the pre-determined objectives of the Department relates to the following:

##### *Programme 2 – Public ordinary school education*

*PPM 218: Percentage of learners provided with required textbooks in all grades and in all subjects per annum*

The AGSA was unable to obtain sufficient appropriate audit evidence for the reported achievement of the target. This was due to limitations on the scope of the AGSA's work. In addition, the AGSA was unable to confirm the reported achievement by alternative means. Consequently, it could not be determined whether any adjustments were required to the reported achievement of 100% of learners provided with required textbooks in all grades and in all subjects per annum.

#### Various indicators

The reported achievements in the annual performance report did not agree to the supporting evidence provided for the indicators listed below. The supporting evidence provided indicated that the achievements of these indicators were as follows:

<b>Indicator description</b>	<b>Reported achievement</b>	<b>Audited value</b>
PPM 205: Learner absenteeism rate	5,87%	7,03%
PPM 206: Teachers absenteeism rate	2%	3%

#### Finding on internal control deficiencies

The findings which relates to the internal control deficiencies of the Department relates to the following:

- Management did not have appropriate record-keeping processes in place to ensure that reported performance information was supported by credible supporting evidence.
- The reviewing and monitoring controls implemented by management to ensure that the annual performance report was accurate and complete in compliance with the reporting framework were not adequate, as internal review procedures did not identify and correct material misstatements in the annual performance report and the underlying records.

## Financial Management

The Western Cape Education Department spent R22,112 billion of a budget of R22,149 billion, which resulted in an overall under-expenditure of R37,346 million (0,17%).

The overall under-spending within the Department occurred under the following programmes:

- Programme 1: Administration (R6,2 million);
- Programme 2: Public Ordinary School Education (R4,4 million);
- Programme 4: Public Special School Education (R685 000);
- Programme 6: Infrastructure Development (R25,1 million); and
- Programme 7: Examination and Education Related Services (R831 000).

In addition, the Department's estimated revenue budget of R27,046 million was under-collected by R3,2 million, which resulted in a Departmental receipt of R23,754 million.

The revenue under-collection was collected under the following line items:

- Interest, dividends and rent on land (R1,021 million); and
- Financial transactions in assets and liabilities (R3,906 million).

The Department over-collected under the following line items in terms of departmental receipts:

- Sale of goods and services other than capital assets (R708 000); and
- Fines, penalties and forfeits (R927 000).

## Resolutions

Background/ concerns	Resolutions	Response by the Department	Resolved Yes/no
Pages: 167- 168 of the Annual Report. Heading: "Internal control deficiencies" Description: The Committee notes the internal control deficiencies which were highlighted by the AGSA which contributed to the unqualified audit outcome of the Department with findings.	That the Department provide a bi-annual update to the Public Accounts Committee, as well as the Standing Committee on Education, in relation to how the Department addressed the internal control matters which led to findings on its audit outcomes.	Bi-annual update report to PAC.	

## List of Information Requested

The Committee requested that the Western Cape Education Department provides it with the following:

1. A report which highlights the Provincial Forensic Service cases which were closed for the 2018/19 financial year, including an indication of the recommendation made and sanctions posed, as indicated on page 117 of the Annual Report.
2. A report which highlights the plans in place to address the internal control deficiencies as highlighted by the Auditor-General of South Africa for the 2018/19 financial year, as reflected on pages 167-168 of the Annual Report.
3. A detailed report which indicates the schools in the rural districts which owes outstanding funds to municipalities for services rendered, as reflected under Note 4.6 on page 213 and page 241 of the Annual Report.
4. A report on the foreign travel of the Department, including the value which was derived for the Western Cape. The report should indicate the duration of the travels, whether the entire delegation travelled together to and from the identified destinations, as reflected under Note 4.7 and reflected on page 214 of the Annual Report.
5. A report which highlights the payments which were made to the various Sector Education and Training Authority (SETAs), as reflected on page 236 of the Annual Report.

## 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 arose	Progress made in clearing / resolving the matter
PPM 205 – Learner absenteeism. PPM 206 – Teacher absenteeism rate. PPM 218 - Percentage of learners provided with required textbooks in all grades and in all subjects per annum. PPM 604 – Number of additional classrooms built in, or provided for, existing public ordinary schools (includes replacement schools). PPM 605 - Number of additional specialist rooms built in public ordinary schools (includes replacement schools). PPM 608- Number of new or additional Grade R classrooms	2018/19	PPM 205: A Standard Operating Procedure will be developed to manage learner attendance and to assist minimising identified control deficiencies. PPM 206: Monthly reconciliation reports will be drawn from People Management Practices System to ensure that uploaded leave forms are captured to PERSAL timeously. PPM 218: Monitor the record keeping of learner textbook allocation regardless of source and the monitoring of the retrieval of textbooks where appropriate. PPM 604, 605, 608: More intensive quality checking processes will be implemented and alternate methods of triangulation with regards to mobile classrooms will be developed. PPM 213: Controls will be created to improve the process of reporting the performance of this indicator.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it arose	Progress made in clearing / resolving the matter
built (includes those in replacement schools). PPM 213 - Percentage of learners in schools with at least one educator with specialist training on inclusion.		
Procurement and Contract Management: - Expansion of nutrition tender. - Extension of LTS contracts. - Invalid reasons for not obtaining three quotes.	2018/19	A notice to all management regarding the insufficient turnaround times which may be indicative of poor planning and which may result in Irregular expenditure to be reported for further investigation.
Additional remunerative work outside employment.	2018/19	Employees are not allowed to do business with government and is kept informed with reference to issued circulars and notices placed on the People Management Practices System.
Weaknesses in the management of the Active Directory User Accounts and the Network Security Database Assessment.	2018/19	Centre of E-Innovation investigated and performed testing and where applicable, implemented the necessary actions to mitigate these findings.
Retention and retrieval of Learner Teachers and Support Material.	2018/19	Introduced quarterly inventory checks and effective retrieval of textbooks at the end of each school year including schools to submit signed-off documents indicating the status of the retrievals. Communicated policies and procedures to support the understanding of retention and retrieval of Learner Teachers and Support Material.
Curriculum Coverage.	2018/19	A curriculum Teaching and Planning (TAP) document was finalised for distribution to schools to provide the necessary guidance.
Service delivery focus areas - Full Service Schools:	2018/19	The Department to develop a plan/strategy for the implementation of full-service schools in the Western Cape where viable and if financially supported.

## 10. Internal Control Unit

The Internal Control Directorate undertook the following functions:

### 1. Assurance Services:

- Monitoring of Compliance against pre-scripts
- Managed and reviewed compliance monitoring tool: The tool was developed for transversal usage and is currently being introduced at various provincial departments, this tool is utilised by WCED to report possible irregular, fruitless and wasteful and non-compliance expenditure.
- Evaluated the effectiveness and the implementation of financial prescripts

- Provided internal support to management by performing internal inspections, ensured implementation of corrective controls, identified root cause of non-compliance, issued reports on findings and made recommendations.
  - Combined Assurance:
  - Reported matters to the audit committee and provided comment on status of financial management improvement plan, monitored progress on recommendations in the management report and internal audit reports from the external auditors and provided advice and inputs. Completed the standard of records review for AGSA and Audit Committee by gathering the required evidence based on the progress made by management on key control areas.
  - Co-ordinated and evaluated responses to stakeholders
  - Ensured effective and timely responses for SCOPA, MPAT and Public Service Commission, monitored responses from management to stakeholders in support of Provincial Treasury for Corporate Governance and Review Outlook.
2. Risk, Governance and Fraud and Losses Management:
- Supported Fraud and Losses Management
  - Ensure departmental fraud cases are managed and followed up timely, coordinated the departmental fraud awareness training, updated the departmental fraud registers and reported it to the Provincial Forensic Services and the Public Service Commission.

## 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.

Internal Audit work completed during the year under review for the Department included 5 assurance engagements and 12 follow-up areas. The details of these engagements are included in the Audit Committee report.

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

- Internal Audit function;
- External Audit function (Auditor General of South Africa - AGSA);
- Departmental Accounting and reporting;
- Departmental Accounting Policies;
- AGSA management and audit report;

- Departmental in Year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives;
- Ethics and Forensic Investigations.

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

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr Nick Buick	B Com, CTA, CA (SA)	External	N/a	01 January 2020 (2 <sup>nd</sup> term)	N/a	7
Ms Rozan Jafftha	CA (SA); CIA; Hons B Compt (CTA); BCom (Acc)		N/a	01 October 2017 (2 <sup>nd</sup> term)	N/a	6
Ms Merle Kinnes	BA; LLB; Certificate Forensic Examination; Attorney of the High Court of SA.		N/a	01 January 2020 (2 <sup>nd</sup> term)	N/a	7
Ms Greshna Le Hane	B Com (Acc), B Com (Hon), CA (SA)		N/a	01 April 2017 (1 <sup>st</sup> term)	N/a	5
Mr T Maphanga	BSc Computer Science		N/a	01 January 2020 (1 <sup>st</sup> term)	N/a	2

## 12. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2020.

### 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 (PFMA) and National Treasury Regulations 3.1.13**. The Audit Committee also reports that it has adopted an appropriate formal Terms of Reference, has regulated its affairs in compliance with these Terms and has discharged all its responsibilities as contained therein.

### The Effectiveness of Internal Control

In line with the PFMA and the King IV Report on Corporate Governance requirements, 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 engagements were approved by the Audit Committee and completed by Internal Audit during the year under review:

**Assurance Engagements:**

- DPSA Delegations Framework
- Early Childhood Development
- Management of School Safety
- Transfer Payments – Hostel Operations
- Conditional Grant, Maths, Science & Technology

**Follow-up Audits:**

- Performance Information
- Transfer Payment: Early Childhood Development
- District Financial Monitoring
- Transfer Payment: Learners with Special Education Needs
- Conditional Grant: Learners with Profound Intellectual Disabilities
- Learner Transport Scheme
- National School Nutrition Programme
- Presentation of Learner Numbers
- Early Childhood Development
- Quality of Marking
- School Governing Bodies
- Specialised Support

The internal audit plan was completed for the year. The areas for improvement, as recommended by internal audit during performance of their work, were agreed to by management. The Audit Committee continues to monitor the implementation of the action plans to address the area for improvement on an on-going basis. The Audit Committee has again expressed its concern regarding the slow progress in implementing agreed action plans in response to internal audit findings.

**Provincial Forensic Services**

The Audit Committee reviews the Provincial Forensic Services reports on a quarterly basis. There were no matters brought to the attention of the Audit Committee that require further reporting.

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

The Audit Committee has reviewed and is satisfied with the content and quality of the quarterly in-year management report 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. The Audit Committee has reviewed the quarterly performance reports and has again made recommendations for improvement in this area.

**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. The audit committee notes that no matters of material non-compliance were identified.

### **Performance Information**

The Audit Committee has reviewed the information on predetermined objectives as reported in the Quarterly Performance Report and continues to make recommendations for improvement. The Audit Committee will continue to monitor progress in this area.

### **Report of the Auditor-General South Africa**


The Audit Committee has:

- reviewed the Auditor General'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 Auditor General to ensure that there are no unresolved issues that emanated from the regulatory audit.

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

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

The Audit Committee commends the Department for achieving an unqualified audit opinion and wishes to express appreciation to the management of the Department, the Auditor General and the Western Cape Government Corporate Assurance Branch for the co-operation and information they have provided to enable the compilation of this report.



**Nick Buick**

**Chairperson of the Western Cape Department of Education Audit Committee**

**Date:**

## B-BBEE-Compliance Performance Information

The following table is completed in accordance with the compliance to the BBEE requirements as required by the BBEE Act and as determined by the Department of Trade and Industry.

<i>Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:</i>		
<b>Criteria</b>	<b>Response</b> Yes/No	<b>Discussion</b> <i>(including a discussion on our response and measures taken to comply where applicable)</i>
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	n/a	The Department's mandate does not include issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law for the year under review
Developing and implementing a preferential procurement policy?	Yes	The Department is fully compliant
Determining qualification criteria for the sale of state-owned enterprises?	n/a	The Department's mandate does not include the overseeing of any State-Owned Enterprise for the year under review
Developing criteria for entering into partnerships with the private sector?	n/a	The Department did not enter into any Public-Private Partnership for the year under review
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	n/a	The Department's mandate does not include the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment



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 2020 and the distribution of the affordable basket of posts between the Head of Department with Unions and interested parties were concluded on 01 August 2019. Given the fiscal challenges on the compensation of employee budget for the 2019/2020 MTEF and 2020/2021 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 2020 was increased from 33436 to 33 865 for the 2020 academic year to maintain stability at education institutions and to address the increased number of learners migrating to the Western Cape. A total of 429 additional posts were added for the 2020 academic year. The WCED will endeavour to maintain an educator/learner ratio of 1:37 in primary schools and 1:35 in high schools is maintained.

The department issued 3 scheduled vacancy lists for educators, in 2019 as well as one special vacancy list on demand for principal posts.

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

#### 1. School leadership and management:

The 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. 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 the number of temporary teachers:

The PL1 conversion process is open throughout the year, a school can, therefore apply for the conversion of teachers from temporary to a permanent appointment at any time. This process resulted in the permanent appointment of 1 477 PL1 teachers for the period 01 January 2019 – 31 December 2019.

#### 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 analysing 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 45 or 8.49% of the eligible list of 530 Funza Lushaka bursary holders who completed their studies at the end of 2019 for placement in 2020 into permanent posts. 228 Funza Lushaka bursary holders were placed in contract posts. This represents a combined total of 51.5%.

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 for teachers over the next 4 years. The information was shared with the Higher Education Institutions in the Western Cape 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 with respect to 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. The department introduced a Guideline on the Management of Performance and Incapacity in the Workplace. Workshops were also facilitated to guideline managers to identify various forms of incapacity and how to address it.

#### *Employee wellness programmes*

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 39 Health and Wellness Awareness Days, created awareness by arranging 15 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period, and provided support during 40 Trauma debriefing sessions.

#### *Achievements and challenges*

The department provided the 2020 school staff establishments on 23 August 2019. This enables schools to commence timeously with their planning for 2020 and also created sufficient opportunity for schools to appeal for more posts where necessary. School staff establishments for 2020 were based on verified learner numbers as at 31 July 2019.

All vacancies are published via the WCED's e-Recruitment system and applications can only be made via the said on-line system. To date a total number of 117 811 users have registered on the system and 63 086 users have completed profiles on the system. Phase II (automation of the governing body process) was successfully piloted in 2016/2017, rolled-out by the end of 2018 and with effect from 2019, the SGB process is fully automated, with governing bodies managing the process on-line and submitting nomination documents via the on-line system. This has significantly improved the turnaround time for the filling of posts.

The Department successfully hosted two Long Service Awards events in October/November 2019, to acknowledge and celebrate Educators and Public Service staff who have dedicated 20, 30 and 40 years of continuous service to the sector.

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 indicate 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 2019 to 31 March 2020**

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	1 631 018	986 136	3 603	0	4.21	507.01	1 945
Programme 2	17 466 320	14 983 549	30 591	0	63.91	406.15	36 892
Programme 3	118 537	0	0	0	0.00	0	0
Programme 4	1 314 144	1 080 901	0	0	4.61	376.75	2 869
Programme 5	590 317	55 374	38 841	0	0.24	548.26	101
Programme 6 *	1 869 088	27 898	0	0	0.12	593.57	47
Programme 7	456 965	206 626**	9 927	0	0.88	386.94	534
		134 452***	0	0	0.57	0	
<b>Total</b>	<b>23 446 389</b>	<b>17 474 936</b>	<b>82 962</b>	<b>0</b>	<b>74.53</b>	<b>412.26</b>	<b>42 388</b>

**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 R206.626 million is in respect of permanent and contract employees. The indicated average personnel cost is therefore only in respect of these employees.

\*\*\*The amount of R135.452 million reflects the amount in respect of the expenditure of Examiners/Moderators/Markers and temporary administrative support staff (for the 2019-Matric examinations).



**Table 3.1.2 Personnel costs by salary band for the period 1 April 2019 to 31 March 2020**

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)	459 997	2.62	142.19	3 235
Skilled (level 3-5)	1 050 237	5.98	208.05	5 048
Highly skilled production (levels 6-8)	10 509 494	59.88	409.22	25 682
Highly skilled supervision (levels 9-12)	5 473 685	31.19	653.18	8 380
Senior and Top management (levels 13-16)	58 251	0.33	1 354.67	43
<b>Total</b>	<b>17 551 664</b>	<b>100.00</b>	<b>414.07</b>	<b>42 388</b>

Notes:  
The total personnel expenditure in tables 3.1.1 and 3.1.2 differs because some transactions are made directly on BAS.  
The total number of employees indicated in tables 3.1.1 and 3.1.2 above includes both public service staff and educators

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, housing allowance and medical assistance. In each case, the table indicates 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 2019 to 31 March 2020**

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	749 398	4.27	9 630	0.05	24 054	0.14	47 104	0.27
Programme 2	11 083 409	63.15	105	0.00	313 643	1.79	611 732	3.49
Programme 3	0	0.00	0	0.00	0	0.00	0	0.00
Programme 4	801 363	4.57	2	0.00	25 190	0.14	46 826	0.27
Programme 5	41 599	0.24	0	0.00	954	0.01	2 184	0.01
Programme 6	17 966	0.10	1	0.00	342	0.00	755	0.00
Programme 7	307 475	1.75	1 566	0.01	7 723	0.04	15 150	0.09
<b>Total</b>	<b>13 001 210</b>	<b>74.07</b>	<b>11 304</b>	<b>0.06</b>	<b>371 906</b>	<b>2.12</b>	<b>723 751</b>	<b>4.12</b>

**Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2019 to 31 March 2020**

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)	334 648	1.91	73	0.00	20 526	0.12	19 829	0.11
Skilled (level 3-5)	749 199	4.27	3 623	0.02	43 965	0.25	66 713	0.38
Highly skilled production (levels 6-8)	7 799 126	44.44	5 763	0.03	207 956	1.18	431 955	2.46
Highly skilled supervision (levels 9-12)	4 079 649	23.24	1 845	0.01	99 362	0.57	204 593	1.17
Senior management (level 13-16)	38 588	0.22	0	0.00	97	0.00	661	0.00
Total	13 001 210	74.07	11 304	0.06	371 906	2.12	723 751	4.12

### 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 2020**

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	2 113	11	1 930	8.66	15	1 945
	Programme 2	36 586	0	36 748	0.00	144	36 892
	Programme 4	2 873	0	2 844	1.01	25	2 869
	Programme 5	6	0	101	0.00	0	101**
	Programme 6	52	0	43	17.31	4	47
	Programme 7	586	1	531	9.39	3	534
	Total	42 216***	12	42 197	0.05	191	42 388
Educators	Programme 1	580	1	585	0.00	8	593
	Programme 2	30 277	0	30 553	0.00	58	30 611
	Programme 4	1 937	0	1 917	1.03	4	1 921
	Programme 5	6	0	101	0.00	0	101**
	Programme 6	6	0	5	16.67	0	5
	Programme 7	160	0	164	0.00	3	167
	Total	32 966	1	33 325	0.00	73*	33 398

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	1 533	10	1 345	12.26	7	1 352
	Programme 2	6 309	0	6 195	1.81	86	6 281
	Programme 4	936	0	927	0.96	21	948
	Programme 5	0	0	0	0.00	0	0
	Programme 6	46	0	38	17.39	4	42
	Programme 7	426	1	367	13.85	0	367
	Total	9 250	11	8 872	4.09	118	8 990

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).  
101 Educators in Programme 5 are Pre-Primary Personnel. These personnel are carried in additional posts.
- \*\*\* Included in the Funded Posts are 201 Temporary Posts for Interns (previously reported as Abnormal Appointments), of which 194 are filled.

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 2020**

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)	3 401	0	3 484	0.00	41	3 525
	Skilled (Levels 3-5)	4 338	7	4 757	0.00	61	4 818
	Highly skilled production (Levels 6-8)	24 788	4	30 399	0.00	73	30 472
	Highly skilled supervision (Levels 9-12)	9 642	1	3 515	63.54	15	3 530
	Senior Management (Levels 13-16)	47	0	42	10.64	1	43
	Total	42 216	12	42 197	0.05	191	42 388
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	149	0	867**	0.00	0	867**
	Highly skilled production (Levels 6-8)	23 454	0	29 185	0.00	62	29 247
	Highly skilled supervision (Levels 9-12)	9 363	1	3 273	65.04	11	3 284
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total	32 966	1	33 325	0.00*	73	33 398

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)	3 401	0	3 484	0.00	41	3 525
	Skilled (Levels 3-5)	4 189	7	3 890	7.14	61	3 951
	Highly skilled production (Levels 6-8)	1 334	4	1 214	9.00	11	1 225
	Highly skilled supervision (Levels 9-12)	279	0	242	13.26	4	246
	Senior Management (Levels 13-16)	47	0	42	10.64	1	43
	Total		9 250	11	8 872	4.09	118

**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 867 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 2020**

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 2020**

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	0.00	0	0.00
Salary Level 15	4	0	4	0.00	0	0.00
Salary Level 14	9*	0	8	88.89	1	11.11
Salary Level 13	35**	0	30	85.71	6	17.14
Total	49	0	43	87.76	7	14.29

Note: \*The number of posts filled on salary level 14 includes one (1) DORA-funded post.  
\*\*Two (2) SMS members carried above the WCED establishment. One (1) SMS member in the Office of the Minister of Education in the Western Cape and one in excess.

**Table 3.3.2 SMS post information as on 30 September 2019**

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	0	0.00
Salary Level 15	4	0	4	100	0	0.00
Salary Level 14	9*	0	7	77.78	2	22.22
Salary Level 13	35**	0	32	91.43	3	8.57
Total	49	0	44	89.80	5	10.20

Note: \*The number of posts filled on salary level 14 includes one (1) DORA-funded post.  
\*\*Two (2) SMS members carried above the WCED establishment. One (1) SMS member in the Office of the Minister of Education in the Western Cape and one in excess.

**Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2019 to 31 March 2020**

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 15	0	0	0
Salary Level 14	2	1	0
Salary Level 13	6	3	0
Total	8	4	0

**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 2019 to 31 March 2020**

Reasons for vacancies not advertised within six months
Director: Examination filled by secondment of District: Overberg.

Reasons for vacancies not filled within six months
Chief Directorate: People Management Practices - advertised thrice; nomination sent to Cabinet for noting.

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 2019 to 31 March 2020**

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

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 2019 to 31 March 2020**

Salary Band	Total number of posts as on 31 March 2020	Number of posts evaluated	% of posts evaluated by Salary Bands	Posts Upgraded		Posts Downgraded	
				Number	Posts upgraded as a % of total posts	Number	Posts downgraded as a % of total posts
Lower skilled (Levels 1-2)	3 401	0	0.00	0	0.00	0	0.00
Skilled (Levels 3-5)	4 338	0	0.00	0	0.00	0	0.00
Highly skilled production (Levels 6-8)	30 300	1	0.00	0	0.00	0	0.00
Highly skilled supervision (Levels 9-12)	4 130	0	0.00	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	34	3	8.83	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	8	0	0.00	0	0.00	0	0.00
Senior Management Service Band C (Level 15)	4	0	0.00	0	0.00	0	0.00
Senior Management Service Band D (Level 16)	1	0	0.00	0	0.00	0	0.00
<b>Total</b>	<b>42 216</b>	<b>4</b>	<b>0.01</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>

Note: There were no post upgrades as all job evaluation results confirmed the current level of the posts.

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 2019 to 31 March 2020**

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

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 2019 to 31 March 2020**

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 2019 to 31 March 2020**

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 2019 to 31 March 2020**

Personnel Group	Salary Band	Number of employees per band as on 29 March 2019	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)	3 308	3 549	0	3 549	3 726	0	3 726	0.00
	Skilled (Levels 3-5)	5 169	5 093	4	5 097	4 303	8	4 311	60.09
	Highly skilled production (Levels 6-8)	25 459	17 524	16	17 540	18 217	36	18 253	0.00
	Highly skilled supervision (Levels 9-12)	7 776	650	3	653	1 464	4	1 468	0.00
	Senior Management Service Band A (Level 13)	33	2	1	3	4	0	4	0.00
	Senior Management Service Band B (Level 14)	8	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	41 757	26 818	24	26 842	27 714	48	27 762	0.00

Personnel Group	Salary Band	Number of employees per band as on 29 March 2019	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 %
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	1 090	2 969	0	2 969	2 314	0	2 314	3.21
	Highly skilled production (Levels 6-8)	24 290	17 318	11	17 329	17 986	24	18 010	0.00
	Highly skilled super-vision (Levels 9-12)	7 528	620	2	622	1 429	4	1 433	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	32 908	20 907	13	20 920	21 729	28	21 757	0.00	
Public Service	Lower skilled (Levels 1-2)	3 308	3 549	0	3 549	3 726	0	3 726	0.00
	Skilled (Levels 3-5)	4 079	2 124	4	2 128	1 989	8	1 997	60.09
	Highly skilled production (Levels 6-8)	1 169	206	5	211	231	12	243	0.00
	Highly skilled supervision (Levels 9-12)	248	30	1	31	35	0	35	0.00
	Senior Management Service Band A (Level 13)	33	2	1	3	4	0	4	0.00
	Senior Management Service Band B (Level 14)	8	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
Total	8 849	5 911	11	5 922	5 985	20	6 005	0.00	

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 2019 to 31 March 2020**

Critical occupation	Number of employees at beginning of period-April 2018	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Not applicable 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 2019 to 31 March 2020**

Termination type	All personnel			Educators			Public Service		
	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 29 March 2019	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 29 March 2019	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 29 March 2019
Death / Demise	135	0.49	0.32	94	0.43	0.29	41	0.68	0.46
Resignation	1 315	4.74	3.15	1 115	5.12	3.39	200	3.33	2.26
Expiry of contract	24 999	90.05	59.87	19 535	89.79	59.36	5 464	90.99	61.75
Dismissal - operational changes	1	0.00	0.00	1	0.00	0.00	0	0.00	0.00
Dismissal - misconduct	71	0.26	0.17	44	0.20	0.13	27	0.45	0.31
Dismissal - inefficiency	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Discharged due to ill-health	57	0.21	0.14	42	0.19	0.13	15	0.25	0.17
Discharged - incapacity	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Retirement	898	3.23	2.15	898	4.13	2.73	0	0.00	0.00
Employee initiated severance package	238	0.86	0.57	0	0.00	0.00	238	3.96	2.69
Transfer to other Public service Departments	48	0.17	0.11	28	0.13	0.09	20	0.33	0.23
<b>Total</b>	<b>27 762</b>	<b>100.00</b>	<b>66.48</b>	<b>21 757</b>	<b>100.00</b>	<b>66.11</b>	<b>6 005</b>	<b>100.00</b>	<b>67.86</b>

**Table 3.5.3.2 Reasons why staff resigned, 1 April 2019 to 31 March 2020**

Termination type	All Personnel		Educators		Public Service	
	Number	% of Total Exits	Number	% of Total Exits	Number	% of Total Exits
Age	6	0.46	5	0.45	1	0.50
Bad health	12	0.91	10	0.90	2	1.00
Better remuneration	43	3.27	39	3.50	4	2.00
Domestic problems	7	0.53	7	0.63	0	0.00
Emigration	57	4.33	57	5.11	0	0.00
Further studies	16	1.22	6	0.54	10	5.00
Housewife	1	0.08	1	0.09	0	0.00
Marriage	5	0.38	5	0.45	0	0.00
Nature of work	65	4.94	59	5.29	6	3.00
No reason	100	7.60	91	8.16	9	4.50
Non-teaching post	1	0.08	1	0.09	0	0.00
Other education dept	4	0.30	4	0.36	0	0.00
Other occupation	99	7.53	64	5.74	35	17.50
Own business	1	0.08	1	0.09	0	0.00
Personal grievances	57	4.33	50	4.48	7	3.50
Resigning of position	836	63.57	710	63.68	126	63.00
Transfer other system	3	0.23	3	0.27	0	0.00
Transfer(spouse)	2	0.15	2	0.18	0	0.00
<b>Total</b>	<b>1 315</b>	<b>100.00</b>	<b>1 115</b>	<b>100.00</b>	<b>200</b>	<b>100.00</b>

**Table 3.5.3.3 Age groups of staff who resigned, 1 April 2019 to 31 March 2020**

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 <	14	1.06	0	0.00	14	7.00
Ages 20 to 24	49	3.73	34	3.05	15	7.50
Ages 25 to 29	297	22.59	290	26.01	7	3.50
Ages 30 to 34	207	15.74	185	16.59	22	11.00
Ages 35 to 39	128	9.73	101	9.06	27	13.50
Ages 40 to 44	99	7.53	73	6.55	26	13.00
Ages 45 to 49	154	11.71	134	12.02	20	10.00
Ages 50 to 54	154	11.71	129	11.57	25	12.50
Ages 55 to 59	110	8.37	89	7.98	21	10.50
Ages 60 to 64	99	7.53	76	6.82	23	11.50
Ages 65 >	4	0.30	4	0.36	0	0.00
Total	1 315	100.00	1 115	100.00	200	100.00

**Table 3.5.3.4 Granting of employee-initiated severance packages: 1 April 2019 to 31 March 2020**

Total number of employee-initiated severance packages in 2019/ 2020	0
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**Table 3.5.4 Promotions by critical occupation for the period 1 April 2019 to 31 March 2020**

Occupation	Employees 1 April 2019	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Not applicable The Western Cape Education Department has not identified any critical occupations.					

**Table 3.5.5 Promotions by salary band for the period 1 April 2019 to 31 March 2020**

Personnel Group	Salary Band	Employees as at 29 March 2019	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)	3 638	141	3.88	1 728	47.50
	Skilled (Levels 3-5)	4 567	52	1.14	2 987	65.40
	Highly skilled production (Levels 6-8)	1 169	840	71.86	16 356	1 399.14
	Highly skilled supervision (Levels 9-12)	32 338	627	1.94	6 851	21.19
	Senior management (Levels 13-16)	45	2	4.44	36	80.00
	Total	41 757	1 662	3.98	27 958	66.95
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	685	1	0.15	63	9.20
	Highly skilled production (Levels 6-8)	124	799	644.35	15 883	12 808.87
	Highly skilled supervision (Levels 9-12)	32 099	618	1.93	6 670	20.78
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	32 908	1 418	4.31	22 616	68.72

Personnel Group	Salary Band	Employees as at 29 March 2019	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
Public service	Lower Skilled (Levels 1-2)	3 638	141	3.88	1 728	47.50
	Skilled (Levels 3-5)	3 882	51	1.31	2 924	75.32
	Highly skilled production (Levels 6-8)	1 045	41	3.92	473	45.26
	Highly skilled supervision (Levels 9-12)	239	9	3.77	181	75.73
	Senior Management (Levels 13-16)	45	2	4.44	36	80.00
	Total	8 849	244	2.76	5 342	60.37

### 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 2020**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	6	2	2	0	1	1	1	0	0	13
Senior management (Level 13)	1	8	2	5	1	9	1	3	0	0	30
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	131	469	9	177	71	184	5	120	0	0	1 166
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	913	3 315	27	803	2 709	5 267	62	2 257	10	5	15 368
Semi-skilled and discretionary decision making (Levels 4-7)	1 341	2 524	11	581	3 728	8 536	76	3 167	66	50	20 080
Unskilled and defined decision making (Levels 1-3)	679	2 156	2	119	499	2 112	2	133	17	12	5 731
Total	3 065	8 478	53	1 687	7 008	16 109	147	5 681	93	67	42 388

**Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2020**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	0	0	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	3	6	0	2	1	2	0	3	0	0	17
Semi-skilled and discretionary decision making (Levels 4-7)	0	1	0	0	1	5	0	6	0	0	13
Unskilled and defined decision making (Levels 1-3)	0	2	0	0	2	4	0	0	0	0	8
Total	3	9	0	2	4	12	0	9	0	0	39

Note: The disclosure of a disability is a voluntary process, however, due to perceived victimization and stigmas, many employees have not disclosed their status.

**Table 3.6.3 Recruitment for the period 1 April 2019 to 31 March 2020**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	0	0	0	0	0	0	0	2
Senior management (Level 13)	0	1	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	2	31	0	19	14	41	0	38	0	0	145
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	84	376	1	30	608	642	9	97	2	0	1 849
Semi-skilled and discretionary decision making (Levels 4-7)	1 362	2 508	17	373	4 004	7 805	77	2 188	146	122	18 602
Unskilled and defined decision making (Levels 1-3)	654	1 891	3	136	657	2 546	6	237	48	42	6 220
<b>Total</b>	<b>2 102</b>	<b>4 809</b>	<b>21</b>	<b>558</b>	<b>5 283</b>	<b>11 034</b>	<b>92</b>	<b>2 561</b>	<b>196</b>	<b>164</b>	<b>26 820</b>

**Table 3.6.4 Promotions for the period 1 April 2019 to 31 March 2020**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	0	0	0	0	0	0	0	2
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	16	52	2	22	8	29	2	14	0	0	145
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	77	238	2	66	201	444	3	196	0	1	1 228
Semi-skilled and discretionary decision making (Levels 4-7)	10	18	0	1	30	41	1	5	0	0	106
Unskilled and defined decision making (Levels 1-3)	30	80	0	1	15	54	0	1	0	0	181
<b>Total</b>	<b>133</b>	<b>390</b>	<b>4</b>	<b>90</b>	<b>254</b>	<b>568</b>	<b>6</b>	<b>216</b>	<b>0</b>	<b>1</b>	<b>1 662</b>

**Table 3.6.5 Terminations for the period 1 April 2019 to 31 March 2020**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Level 13)	0	1	0	1	0	1	0	1	0	0	4
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	11	99	0	67	24	59	0	50	0	0	310
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	126	694	7	80	711	1 185	10	265	2	2	3 082
Semi-skilled and discretionary decision making (Levels 4-7)	1 289	2 491	16	386	3 846	7 840	77	2 214	168	120	18 447
Unskilled and defined decision making (Levels 1-3)	640	1 878	3	125	608	2 337	3	188	46	43	5 871
<b>Total</b>	<b>2 066</b>	<b>5 163</b>	<b>26</b>	<b>659</b>	<b>5 189</b>	<b>11 422</b>	<b>90</b>	<b>2 718</b>	<b>216</b>	<b>165</b>	<b>27 714</b>

**Table 3.6.6 Disciplinary action for the period 1 April 2019 to 31 March 2020**

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	60	243	1	25	59	163	0	23	576

**Table 3.6.7 Skills development for the period 1 April 2019 to 31 March 2020**

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)	409	1 857	20	395	763	1 681	33	535	5 693
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	474	1 671	17	250	2 065	5 318	78	1 945	11 818
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	16	69	0	8	43	100	1	14	251
Semi-skilled and discretionary decision making (Levels 4-7)	141	266	0	3	335	1 099	3	147	1 994
Unskilled and defined decision making (Levels 1-3)	99	327	0	25	24	106	0	0	581
<b>Grand Total</b>	<b>1 139</b>	<b>4 190</b>	<b>37</b>	<b>681</b>	<b>3 230</b>	<b>8 304</b>	<b>115</b>	<b>2 641</b>	<b>20 337</b>

**Note:**

1. 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.
  2. The OFO codes are classified into 8 major groups, one of them being Managers, irrespective of salary levels. The Managers category as per OFO code description includes all the following ranks:
    - a. Superintendent-General
    - b. Deputy Director-General
    - c. Chief Director
    - d. Director
    - e. Deputy Director
    - f. Assistant Director
    - g. Principal
    - h. Deputy Principal
    - i. Departmental Head (Teacher)
    - j. Office Manager
- SL 14-16 attended training interventions, and this was reported to SETA as such, per OFO code. The data provided was from SETA's Variance Report that summarizes the planned VS trained categorical beneficiaries, in terms of the occupational groups.

### 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 are presented here.

**Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2019**

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	0	0.00*
Salary Level 15	4	4	4	100.00
Salary Level 14	9	7	7	100.00
Salary Level 13	35	31	31	100.00
Total	49	43	42	75.00

**Note:**

\*SMS members had until 31 August 2019 to submit Performance Agreements, as indicated in Table 3.7.2.

**Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2019**

Reasons
The Directive on Performance Management and Development for Heads of Department and Senior Management Service provide that, in the event of a National and Provincial elections occurring within the first three months of the financial year, Heads of Department and members of the Senior Management Service must sign and file their performance agreement within three months following the month of the elections, i.e.: 31 August 2019.

**Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2019**

Reasons
not applicable

**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 2019 to 31 March 2020**

Salary Band	Employees as at 31 March 2019	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 308	1 728	47.50
Skilled (Levels 3-5)	5 169	2 987	65.40
Highly skilled production (Levels 6-8)	25 459	16 356	1 399.14
Highly skilled supervision (Levels 9-12)	7 776	6 851	21.19
Senior management (Levels 13-16)	45	36	80.00
Total	41 757	27 958	66.95

**Table 3.8.2 Notch progressions by critical occupation, 1 April 2019 to 31 March 2020**

Critical Occupations	Employees as at 31 March 2018	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
not applicable			
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 2019 to 31 March 2020**

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	257	1 901	13.52	906.93	3.53
	Male	114	869	13.12	366.77	3.22
	Female	143	1 032	13.86	540.16	3.78
	Coloured	1 031	6 195	16.64	4 009.12	3.89
	Male	335	2 639	12.69	1 252.74	3.74
	Female	696	3 556	19.57	2 756.38	3.96
	Indian	9	26	34.62	95.25	10.58
	Male	1	9	11.11	23.79	23.79
	Female	8	17	47.06	71.46	8.93
	White	216	709	30.47	936.95	4.34
	Male	29	160	18.13	170.62	5.88
	Female	187	549	34.06	766.32	4.10
	Disabled	2	18	11.11	6.46	3.23
	Grand Total		1 515	8 849	17.12	5 954.71

**Table 3.8.4 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2019 to 31 March 2020**

Group	Salary bands	Beneficiary Profile			Cost (R'000)		
		Number of beneficiaries	Total number of employees in group	% of the total within salary bands	Cost (R'000)	Average cost (R'000) per beneficiary	Cost as a % of the total personnel expenditure
All Personnel	Lower Skilled (Levels 1-2)	265	3 638	7	528.38	1.99	0.11
	Skilled (Levels 3-5)	819	4 567	21	2 678.16	6.85	0.26
	Highly skilled production (Levels 6-8)	357	1 169	35	1 854.34	8.47	0.02
	Highly skilled supervision (Levels 9-12)	76	32 338	31	818.9	18.65	0.01
	Total	1 517	41 712	17	5 879.78	9.19	0.03
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0.00	0.00
	Skilled (Levels 3-5)	3	685	0	10.74	3.58	0.00
	Highly skilled production (Levels 6-8)	1	124	1	3.27	3.27	0.00
	Highly skilled supervision (Levels 9-12)	3	32 099	0	23.25	7.75	0.00
	Total	7	32 908	0	37.27	5.32	0.00
Public Service	Lower Skilled (Levels 1-2)	265	3 638	7	528.38	1.99	0.11
	Skilled (Levels 3-5)	816	3 882	21	2 667.42	3.27	0.25
	Highly skilled production (Levels 6-8)	356	1 045	34	1 851.07	5.20	0.02
	Highly skilled supervision (Levels 9-12)	73	239	31	795.65	10.90	0.01
	Total	1 510	8 804	17	5 842.51	3.87	0.03

Note: The 7 educators reflected were previously employed as public service staff.

**Table 3.8.5 Performance Rewards by critical occupation for the period 1 April 2019 to 31 March 2020**

Critical occupation	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of the total within the occupation	Total Cost (R'000)	Average cost per employee
not applicable					
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 2019 to 31 March 2020**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in a group	% of the 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)	3	32	9	61.21	20.40	0.11
Senior Management Service Band B (Level 14)	2	8	25	50.98	25.49	0.09
Senior Management Service Band C (Level 15)	0	3	0	0.00	0.00	0.00
Senior Management Service Band D (Level 16)	0	1	0	0.00	0.00	0.00
<b>Total</b>	<b>5</b>	<b>44</b>	<b>11</b>	<b>112.20</b>	<b>22.44</b>	<b>0.19</b>

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.  
The cash bonus allocation for SMS members was decreased to 2% in 2019.

### 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 2019 to 31 March 2020**

Personnel Group	Salary Band	29 March 2019		31 March 2020		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Lower skilled (Levels 1-2)	2	1.53	2	1.25	0	0.00
	Skilled (Levels 3-5)	22	16.79	27	16.88	5	17.24
	Highly skilled production (Levels 6-8)	100	76.34	123	76.88	23	79.31
	Highly skilled supervision (Levels 9-12)	7	5.34	8	5.00	1	3.45
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>131</b>	<b>100.00</b>	<b>160</b>	<b>100.00</b>	<b>29</b>	<b>100.00</b>
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	20	15.87	25	16.23	5	17.86
	Highly skilled production (Levels 6-8)	99	78.57	122	79.22	23	82.14
	Highly skilled supervision (Levels 9-12)	7	5.56	7	4.55	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>126</b>	<b>100.00</b>	<b>154</b>	<b>100.00</b>	<b>28</b>	<b>100.00</b>
Public Service	Lower skilled (Levels 1-2)	2	40.00	2	33.33	0	0.00
	Skilled (Levels 3-5)	2	40.00	2	33.33	0	0.00
	Highly skilled production (Levels 6-8)	1	20.00	1	16.67	0	0.00
	Highly skilled supervision (Levels 9-12)	0	0.00	1	16.67	1	100.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>5</b>	<b>100.00</b>	<b>6</b>	<b>100.00</b>	<b>1</b>	<b>100.00</b>



**Table 3.9.2 Foreign workers by major occupation for the period 1 April 2019 to 31 March 2020**

	Major Occupation	29 March 2019		31 March 2020		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Labourers and related workers	5	3.82	5	3.13	0	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	126	96.1	155	96.88	29	100.00
	Total	131	100.00	160	100.00	29	100.00
Educators	Labourers and related workers	0	0.00	0	0.00	0	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	126	100.0	154	100.00	28	100.00
	Total	126	100.00	154	100.00	28	100.00
Public Service	Labourers and related workers	5	100.00	5	83.33	0	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	0	0.00	1	16.67	1	100.00
	Total	5	100.00	6	100.00	1	100.00

### 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 2019 to 31 December 2020**

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
All personnel	Lower skilled (Levels 1-2)	13 047	10 918	83.68	1 773	6.27	7	4	5 411
	Skilled (Levels 3-5)	25 580	21 214	82.93	3 071	10.86	8	5	15 993
	Highly skilled production (Levels 6-8)	131 693	104 335	79.23	17 455	61.72	8	5	155 854
	Highly skilled supervision (Levels 9-12)	53 426	44 555	83.40	5 953	21.05	9	6	95 269
	Senior Management (Levels 13-16)	167	125	74.85	29	0.10	6	4	526
	Total	223 913	181 147	80.90	28 281	100.00	8	5	273 052
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	1 125	882	78.40	226	1.01	5	2	654
	Highly skilled production (Levels 6-8)	122 075	96 625	79.15	16 452	73.43	7	5	145 220
	Highly skilled supervision (Levels 9-12)	51 203	42 821	83.63	5 727	25.56	9	6	91 272
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	174 403	140 328	80.46	22 405	100.00	8	5	237 146
Public service	Lower skilled (Levels 1-2)	13 047	10 918	83.68	1 773	30.17	7	4	5 411
	Skilled (Levels 3-5)	24 455	20 332	83.14	2 845	48.42	9	6	15 339
	Highly skilled production (Levels 6-8)	9 618	7 710	80.16	1 003	17.07	10	8	10 633
	Highly skilled supervision (Levels 9-12)	2 223	1 734	78.00	226	3.85	10	9	3 997
	Senior Management (Levels 13-16)	167	125	74.85	29	0.49	6	4	526
	Total	49 510	40 819	82.45	5 876	100.00	8	5	35 906

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 2019 to 31 December 2019**

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)	1 323	1 323	100.00	27	4.55	49	0	567
	Skilled (Levels 3-5)	2 644	2 643	99.96	58	9.76	46	1	1 682
	Highly skilled production (Levels 6-8)	15 118	15 066	99.66	324	54.55	47	1	18 307
	Highly skilled supervision (Levels 9-12)	8 629	8 600	99.66	184	30.98	47	1	15 585
	Senior Management (Levels 13-16)	18	18	100.00	1	0.17	18	0	58
	<b>Total</b>	<b>27 732</b>	<b>27 650</b>	<b>99.70</b>	<b>594</b>	<b>100.00</b>	<b>47</b>	<b>1</b>	<b>36 199</b>
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0.00	0.00	0
	Skilled (Levels 3-5)	64	64	100.00	3	0.61	21	0	48
	Highly skilled production (Levels 6-8)	14 288	14 236	99.64	305	62.37	4	1	17 355
	Highly skilled supervision (Levels 9-12)	8 617	8 588	99.66	181	37.01	48	1	15 561
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0.00	0.00	0
	<b>Total</b>	<b>22 969</b>	<b>22 888</b>	<b>99.65</b>	<b>489</b>	<b>100.00</b>	<b>47</b>	<b>1</b>	<b>32 964</b>
Public service	Lower skilled (Levels 1-2)	1 323	1 323	100.00	27	25.71	49	0	567
	Skilled (Levels 3-5)	2 580	2 579	99.96	55	52.38	47	1	1 635
	Highly skilled production (Levels 6-8)	830	830	100.0	19	18.10	44	1	951
	Highly skilled supervision (Levels 9-12)	12	12	100.00	3	2.86	4	0	24
	Senior Management (Levels 13-16)	18	18	100.00	1	0.95	18	0	58
	<b>Total</b>	<b>4 763</b>	<b>4 762</b>	<b>99.98</b>	<b>105</b>	<b>100.00</b>	<b>45</b>	<b>1</b>	<b>3 235</b>

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

**Table 3.10.3 Annual Leave for the period 1 January 2019 to 31 December 2019**

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)	18 514	10	1 846
	Skilled (Levels 3-5)	36 144	12	2 901
	Highly skilled production (Levels 6-8)	22 141	17	1 293
	Highly skilled supervision (Levels 9-12)	25 712	17	1 516
	Senior Management (Levels 13-16)	1 115	24	46
	<b>Total</b>	<b>103 626</b>	<b>14</b>	<b>7 602</b>

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	0	0	0
	Highly skilled production (Levels 6-8)	576	3	226
	Highly skilled supervision (Levels 9-12)	19 607	16	1 261
	Senior Management (Levels 13-16)	0	0	0
	<b>Total</b>	<b>20 183</b>	<b>14</b>	<b>1 487</b>
Public service	Lower skilled (Levels 1-2)	18 514	10	1 846
	Skilled (Levels 3-5)	36 144	12	2 901
	Highly skilled production (Levels 6-8)	21 565	20	1 067
	Highly skilled supervision (Levels 9-12)	6 105	24	255
	Senior Management (Levels 13-16)	1 115	24	46
	<b>Total</b>	<b>83 443</b>	<b>14</b>	<b>6 115</b>

Note:

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

**Table 3.10.4 Capped leave for the period 1 January 2019 to 31 December 2019**

Group	Salary Band	Total capped leave available as at 24 Dec 2018	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 24 Dec 2019	Total capped leave available as at 24 Dec 2019
All personnel	Lower skilled (Levels 1-2)	608	106	5	21	17	188
	Skilled (Levels 3-5)	55 013	5 573	98	57	948	47 414
	Highly skilled production (Levels 6-8)	173 670	14 064	468	30	3 033	134 025
	Highly skilled supervision (Levels 9-12)	342 683	39 706	1 038	38	5 301	316 938
	Senior Management (Levels 13-16)	1 989	469	5	94	17	1 519
	<b>Total</b>	<b>573 963</b>	<b>59 918</b>	<b>1 614</b>	<b>37</b>	<b>9 316</b>	<b>500 084</b>

Group	Salary Band	Total capped leave available as at 24 Dec 2018	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 24 Dec 2019	Total capped leave available as at 24 Dec 2019
Educators	Lower skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	676	0	0	0.00	4	280
	Highly skilled production (Levels 6-8)	141 038	11 281	398	28	2 495	105 758
	Highly skilled supervision (Levels 9-12)	337 471	39 214	1 026	38	5 222	312 209
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	<b>Total</b>	<b>479 185</b>	<b>50 495</b>	<b>1 424</b>	<b>35</b>	<b>7 721</b>	<b>418 247</b>
Public service	Lower skilled (Levels 1-2)	608	106	5	21	17	188
	Skilled (Levels 3-5)	54 338	5 573	98	57	944	47 134
	Highly skilled production (Levels 6-8)	32 632	2 783	70	40	538	28 267
	Highly skilled supervision (Levels 9-12)	5 212	492	12	41	79	4 729
	Senior Management (Levels 13-16)	1 989	469	5	94	17	1 519
	<b>Total</b>	<b>94 778</b>	<b>9 423</b>	<b>190</b>	<b>50</b>	<b>1 595</b>	<b>81 837</b>

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

**Table 3.10.5 Leave pay-outs for the period 1 April 2019 to 31 March 2020**

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2018/19 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2019/20	71 060	710	100
Current leave pay-outs on termination of service 2019/20	2 818	216	13
<b>Total</b>	<b>73 878</b>	<b>926</b>	<b>113</b>

Note: A nett total of 216 employees received annual leave pay-outs. 127 employees received both capped and current leave pay-outs.

### 3.11 HIV/AIDS & Health Promotion Programmes

**Table 3.11.1 Steps taken to reduce the risk of occupational exposure**

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

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

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Director: Strategic People Management
2. Does the department have a dedicated unit, or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		<p>The WCED Employee Health &amp; Wellness Programme has four officials responsible for this programme;</p> <p>1x Deputy Director, 1 x Assistant Director, 1 x Human Resource Practitioner and 1 x Human Resource Clerk</p> <p>The sub-directorate has THREE officials responsible for this programme on Assistant-director level, Practitioner, Admin Clerk who must co-ordinate delivery and arrange interventions and services against the objectives of the programme across all districts of the WCED. There is no counterpart in the education district offices</p>
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		<p>Employee morale has several factors of which remuneration is but one factor. It is the objective of the Employee Health and Wellness Programme to address factors that impact on the personal health and wellbeing of employees that prevent them from performing at their optimal level. This programme has a major focus to minimize the factors impacting on employees' morale and performance. Factors, amongst others, relate to relationships (personal and at work), financial management, emotional stability, stress and anxiety, trauma, HIV prevalence, substance abuse, bereavement, suicide ideations, etc.</p> <p>This programme also addresses health and wellness issues of employees through the following aspects of consideration:</p> <ul style="list-style-type: none"> <li>• Access to a 24-hour telephone counseling service</li> <li>• Face to face counseling, based on short term solution-based therapy (for employees in need)</li> <li>• Trauma debriefing</li> <li>• Group therapy focusing on stress management or personal financial management</li> <li>• Training to line managers (inclusive of school management teams)</li> <li>• Focused Employee Health and Wellness Awareness Days in districts</li> </ul> <p>Ongoing information on health impacting diseases and the maintenance of a healthy lifestyle</p>

Question	Yes	No	Details, if yes																
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.			The WCED hosted 39 Health and Wellness Awareness Days, created awareness by arranging 15 advocacy sessions on the employee wellness program offered to WCED employees during the reporting period, and supported employees during 40 Trauma debriefing sessions.																
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. Advisory Committee was interrupted due to the restructuring of the Districts. Employee Health and Wellness Component will re-establish the Committee in the new Financial year.</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.</p> <p>Employees are referred to the Employee Health and Wellness Programme for further assistance with regards to discrimination and their rights. WCED continuously using the WCG Transversal Policy. Distribute information relating to stigma and discrimination via registry and electronically as well. Arranged 39 Focus Wellness days.</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 access broad health screening 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> <p>Raise awareness of self-stigmatisation in the workplace through online communication. Promote referral mechanism with HCT service providers to reduce HIV, and TB infections and related diseases</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>According to the Western Cape Government the HCT target has been dropped from 30% to 15% of departments' population. Arrange health screenings to inform employees on diseases and chronic illnesses. During the period under review, 1 626 individuals participated in the HCT screening sessions. This represents 4.1% of the total employee population. Arranged stigma and discrimination sessions in conjunction with broad health screening. Increase access to male and female condoms to all employees by dispensing condoms at Head Office; district office and via wellness days</p>																
			<p>Health Counselling Tests:</p> <table border="1"> <tbody> <tr> <td>TB</td> <td>1 614</td> </tr> <tr> <td>Referral</td> <td>1</td> </tr> <tr> <td>STI</td> <td>1 614</td> </tr> <tr> <td>Referral</td> <td>4</td> </tr> <tr> <td>Blood Pressure</td> <td>1 229</td> </tr> <tr> <td>Referral</td> <td>77</td> </tr> <tr> <td>Diabetes</td> <td>1 227</td> </tr> <tr> <td>Referral</td> <td>47</td> </tr> </tbody> </table>	TB	1 614	Referral	1	STI	1 614	Referral	4	Blood Pressure	1 229	Referral	77	Diabetes	1 227	Referral	47
TB	1 614																		
Referral	1																		
STI	1 614																		
Referral	4																		
Blood Pressure	1 229																		
Referral	77																		
Diabetes	1 227																		
Referral	47																		

Question	Yes	No	Details, if yes
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.</p> <p>Developed a draft PILIR Protocol incorporating Employee Wellness support services. Developed Standard Operation Procedures (SOPS) for Employee Health and Wellness Program. Review and amend EHW Strategy. Provide TB and HIV/AIDS screening to all employees situated at district office, clustering school and schools affected by gang and violence. Road show (promotion of EHW services &amp; how to access wellness program) was conducted in Rural especially, Piketberg, Wellington and Vredenberg and Caledon. Promote registration of employee on E-care, and profile their health assessment as well. Provide training intervention on the following aspects: Stress Management; Managerial session; Mental Health; Team Wellness Audit; Conflict Resolution Training; Time and Stress Management</p>			

### 3.12 Labour Relations

**Table 3.12.1 Collective agreements for the period 1 April 2019 to 31 March 2020**

Total number of Collective agreements	0
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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 2019 to 31 March 2020**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	62	7.51
Verbal warning	7	0.85
Written warning	0	0.00
Final written warning	295	35.71
Suspension without pay	50	6.05
Fine	229	27.72
Demotion	1	0.12
Dismissal/ Abscondence	83	10.05
Not guilty	14	1.69
Case withdrawn	85	10.29
<b>Total</b>	<b>826</b>	<b>100.00</b>

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 2019 to 31 March 2020**

Type of misconduct	Number	% of total
Theft, bribery, fraud or corruption in regard to examinations	21	3.65
Sexual assault on learner	21	3.65
Sexual assault on another employee	1	0.17
Sexual relationship with a learner of the same school	3	0.52
Serious assault with intent to cause grievous bodily harm to a learner or student	0	0.00
Serious assault with intent to cause grievous bodily harm to another employee	0	0.00
Illegal possession of an intoxicating illegal or stupefying substance	0	0.00
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	11	1.91
Wilfully or negligently mismanages the finances of the State	33	5.73
Misuse of state property	7	1.22
Unjustifiably prejudices the administration, discipline or efficiency of the Department	6	1.04
Misuses his or her position in the Department of Education to promote or prejudice the interest of any person	0	0.00
Accepts second employment and/or compensation without written approval from the Employer	0	0.00
Fails to carry out a lawful order and/or routine instruction	12	2.08
Absenteeism	29	5.03
Discrimination	0	0.00
Poor performance, for reasons other than incapacity	13	2.26
While on duty, is under the influence of an intoxicating substance	6	1.04
Improper, disgraceful and unacceptable conduct	103	17.88
Assaults, or attempt to or threatens to assault	270	46.88
Victimisation and/or intimidation	1	0.17
Give false statements or evidence in the execution of duties, and/or falsification of records	0	0.00
Unlawful industrial action	9	1.56
Common law or statutory offence (theft, fraud and corruption)	12	2.08
Dishonesty	10	1.74
Abscondment	8	1.39
Total	576	100.00

Note: The number of all reported and finalised cases dealt with for the period 1 April 2019 -31 March 2020 is 1 038. The figure of 576 is the cases that were referred for formal disciplinary hearings.

**Table 3.12.4 Grievances logged for the period 1 April 2019 to 31 March 2020**

Grievances lodged	Number	% of Total
Number of grievances resolved	152	58.69
Number of grievances not resolved	107	41.31
Total number of grievances lodged	259	100.00

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

**Table 3.12.5 Disputes lodged with Councils for the period 1 April 2019 to 31 March 2020**

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	8	10.00
Number of disputes dismissed	72	90.00
Total number of disputes lodged	80	100.00

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

**Table 3.12.6 Strike actions for the period 1 April 2019 to 31 March 2020**

Strike actions	Number
Total number of persons 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 2019 to 31 March 2020**

Precautionary suspensions	Number
Number of Public Servants suspended	9
Number of Educators suspended	19
Number of public servants whose suspension exceeded 30 days	8
Number of educators whose suspension exceeded 90 days	9
Average number of days suspended	97.30*
Cost (R'000) of suspensions	299 077.72

**Note:** Precautionary suspensions refer to staff being suspended with pay whilst the case is being investigated or in progress or on appeal.

\*The average number of days suspended decreased due to more efficient processes in the finalisation of serious cases of misconduct.

### 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 2019 to 31 March 2020**

Occupational Categories	Gender	Number of employees as of 1 April 2019	Training needs identified at the start of the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 456	0	6 429	0	6 429
	Male	3 202	0	5 306	0	5 306
Professionals	Female	19 977	0	9 803	0	9 803
	Male	6 653	0	8 546	0	8 546
Technicians and associate professionals	Female	185	0	100	0	100
	Male	104	0	45	0	45
Clerks	Female	1 248	0	1 097	0	1 097
	Male	1 499	0	1 365	0	1 365
Service and sales workers	Female	1 043	0	464	0	464
	Male	249	0	561	0	561
Skilled agriculture and fishery workers	Female	1	0	0	0	0
	Male	45	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 295	0	188	0	188
	Male	2 574	0	362	0	362
Sub Total	Female	27 205	0	18 081	0	18 081
	Male	14 326	0	16 185	0	16 185
Total		41 531	0	34 266	0	34 266
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 2019 to 31 March 2020**

Occupational Categories	Gender	Number of employees as at 31 March 2020	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 470	0	3 012	0	3 012
	Male	3 087	0	2 681	0	2 681
Professionals	Female	20 354	0	9 406	0	9 406
	Male	6 692	0	2 412	0	2 412
Technicians and associate professionals	Female	199	0	158	0	158
	Male	107	0	93	0	93
Clerks	Female	2 337	0	1 528	0	1 528
	Male	478	0	384	0	384
Service and sales workers	Female	1 017	0	57	0	57
	Male	256	0	26	0	26
Skilled agriculture and fishery workers, craft and related trades workers	Female	1	0	0	0	0
	Male	38	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	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 317	0	130	0	130
	Male	2 562	0	450	0	450
Sub Total	Female	28 695	0	14 291	0	14 291
	Male	13 220	0	6 046	0	6 046
<b>Total</b>		<b>41 915</b>	<b>0</b>	<b>20 337</b>	<b>0</b>	<b>20 337</b>
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 2019 to 31 March 2020**

Personnel Group	Nature of injury on duty	Number	% of total	Nature of injury on duty	Number	% of total
All Personnel	Required basic medical attention only	66	84.62	Temporary disablement	12	15.38
	Ankle	9	11.54	Back	4	5.13
	Back	17	21.79	Eye	1	1.28
	Breast	1	1.28	Finger	1	1.28
	Chest	1	1.28	Hand and Arm	1	1.28
	Eye	1	1.28	Knee	2	2.56
	Finger	2	2.56	Leg	1	1.28
	Foot	2	2.56	Neck	1	1.28
	Fracture	1	1.28	Toe	1	1.28
	Hand and Arm	4	5.13	Permanent disablement	0	0.00
	Head	4	5.13	Fatal	0	0.00
	Knee	9	11.54	Total	78	100.00
	Leg	4	5.13	Percentage of total employment	0.18	
	Educator	Required basic medical attention only	28	82.35	Temporary disablement	6
Ankle		3	8.82	Back	1	2.94
Back		5	14.71	Eye	0	0.00
Breast		0	0.00	Finger	1	2.94
Chest		0	0.00	Hand and Arm	0	0.00
Eye		0	0.00	Knee	1	2.94
Finger		1	2.94	Leg	1	2.94
Foot		1	2.94	Neck	1	2.94
Fracture		1	2.94	Toe	1	2.94
Hand and Arm		2	5.88	Permanent disablement	0	0.00
Head		3	8.82	Fatal	0	0.00
Knee		3	8.82	Total	34	100.00
Leg		2	5.88	Percentage of total employment	0.08	
Neck		3	8.82			
Nose		2	5.88			
Shoulder		0	0.00			
Soft Tissue		1	2.94			
Toe		1	2.94			

Public Service Personnel	Nature of injury on duty	Number	% of total	Nature of injury on duty	Number	% of total
	Required basic medical attention only	37	86.05	Temporary disablement	6	13.95
	Ankle	6	13.95	Back	3	6.98
	Back	12	27.91	Eye	1	2.33
	Breast	1	2.33	Finger	0	0.00
	Chest		0.00	Hand and Arm	1	2.33
	Eye	1	2.33	Knee	1	2.33
	Finger	1	2.33	Leg	0	0.00
	Foot	1	2.33	Neck	0	0.00
	Fracture	0	0.00	Toe	0	0.00
	Hand and Arm	2	4.65	Permanent disablement	0	0.00
	Head	1	2.33	Fatal	0	0.00
	Knee	6	13.95	Total	43	100.00
	Leg	2	4.65	Percentage of total employment	0.10	
	Neck	2	4.65			
	Nose	0	0.00			
	Shoulder	1	2.33			
	Soft Tissue	0	0.00			
	Toe	1	2.33			

### 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:

- The rendering of expert advice;
- The drafting of proposals for the execution of specific tasks; and
- 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 2019 to 31 March 2020**

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

**Table 3.15.2 Consultant appointments using Donor funds for the period 1 April 2019 to 31 March 2020**

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

**Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2019 to 31 March 2020**

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
not applicable			

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
not applicable			

**Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2019 to 31 March 2020**

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