



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 2020. 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. Consequently, the results of the 2019 CSS and Barrett Survey showed significance improvement.

Job Descriptions and Performance Agreements remain the basic tool through which officials are held accountable. The department continued to raise its focus on accountability and responsibility through conversations to embed 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.

Schools completed the School Improvement Plans (SIPs) in 2020. The SIP is used by schools 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 SIP is an integral part of the accountability system as the principal, SGB and WCED Circuit Managers are co-signatories and are held co-responsible for the achievement of the goals identified through the SIP.

In 2020/21, the WCED conducted quarterly School Improvement Monitoring (SIM), linked to the School Improvement Plans. The SIM for 2020/21 tracked key aspects of resourcing and school functionality. Because reports were captured online, using CEMIS, the WCED was able 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 as Directorates are required to produce annual Directorate Plans and report against them on a quarterly basis. Chief Directors are required to present these quarterly reports at Top Management Committee (TopCo) meetings.

Responsibility letters are issued to the respective responsibility managers for financial and non-financial responsibility areas. They are held accountable for the successful implementation and achievement of departmental goals and outcomes.

The oversight role played by Provincial and National Treasury extends the level of accountability. 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. The assurance role played by Internal Control and External Audit in 2020/21 governed the control environment needed to respond effectively to the needs of the 2020/21 reporting period heavily affected by the devastating COVID-19 pandemic.

Further governance oversight is provided through the Audit Committee's quarterly engagements. Officials are held accountable for delivery of their areas of responsibility at the quarterly meetings.

Umalusi, the mandated quality assurance body, provided assurance of the quality of the 2020 NSC examination. On-site oversight monitoring of the 2020 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.

The School Evaluation Authority (SEA) became fully operational in 2020. The COVID-19 pandemic saw the SEA pivot on its task of school evaluations to assessing schools' responses to COVID-19 at selected schools. These evaluations were conducted over one day rather than the two allocated for business as usual evaluations. A pilot was conducted at 10 schools in July 2020. The SEA reported many incidents of teachers creating safe and positive learning environments so that learners could better cope with the stress of the COVID-19 pandemic. A report on Best Practices seen at schools was published in March 2021. Sixty school evaluations were conducted from August 2020 to March 2021. The findings were shared in individual school reports.

1. Risk Management

The Accounting Officer (AO) for the Western Cape Education Department (WCED) takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (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.

ERMCO Responsibility

The ERMCO 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.

ERMCO Members

The ERMCO comprises of selected members of the WCED's senior management team. Due to COVID-19, the Q2 ERMCO was postponed. The department has therefore met three times during the year under review.

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 Coordination	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:

Name	Position	Meetings Attended
Ms H Robson	DDG: Corporate Assurance	1
Ms A Haq	Director: Enterprise Risk Management (DotP)	3
Mr Z Omer	Chief Risk Advisor: Enterprise Risk Management (DotP)	2
Mr R Chibvongodze	Chief Risk Advisor: Enterprise Risk Management (DotP)	1
Mr P Swartbooi	Director: Internal Audit (DotP)	2
Ms W Salie	Director: Internal Control	3
Ms M Natesan	Deputy Director: Provincial Forensic Services (DotP)	2
Ms N Teyise	Deputy Director: Provincial Forensic Services (DotP)	2
Mr E Peters	IT Governance and Risk Practitioner	2

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 the 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 including assessing the mitigations in place:

- The closure and re-opening of schools due to lockdown regulations severely impacted schooling days available for learners, teachers, parents and the rest of the schooling community. In response to these disruptions, the department made a number of adjustments e.g. implementation of COVID-19 protocols through purchasing of PPE and practical adjustments to all schools to ensure sanitation and physical distancing; cancellation of the June examinations and limiting the numbers of people at a school at any given time. In response to the school days lost, the curriculum coverage was adjusted along with the examination content and the method of instruction. Where possible online classrooms were implemented.
- 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 enroll 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.

The 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 for further analysis, and/or 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 impacts of the pandemic on the schooling community and the potential for a third wave of outbreaks. The education sector was one of the worst impacted by the pandemic, as it relates to the whole of society and has disrupted schooling that will have long-term effects. Other areas have education have been accelerated such as eLearning that will require additional attention and viewed as an opportunity rather than a threat.

Conclusion

During the period under review, the department through its risk management governance structure, concentrated mainly on risk pertaining to business continuity. Due to the pandemic within the country, school closure had a major impact on achieving the main objectives. Having reviewed the strategic risks on continuous basis allowed management to mitigate certain risks, however not completed. Through ongoing review and reflection, certain risks would enjoy more attention, to allow recovery of the impact those risks realised. All strategic risks identified have the necessary mitigation measures in place.

2. 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 Fraud Prevention 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:

Cases	Number of cases
Open caes as at 1 April 2020	7
New cases (2020/21)	10
Closed cases (2020/21)	(10)
Open cases as at 31 March 2021	7

The following table further analyses the closed cases indicated above:

Nature and investigation outcomes of 10 cases closed
Allegations were substantiated in the following 9 cases: <ul style="list-style-type: none"> • 5 cases of fraud / corruption / theft (3 cases reported to SAPS and 2 cases are in the process of being reported to SAPS); and • 4 cases of irregularity and/or non-compliance.
In 1 case the investigation was concluded with no adverse findings, but recommendations were made.

3. 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.

4. 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.

The ethical conduct of Members of Senior Management, Middle Management, officials in Supply Chain Management and Financial Management are further assessed through the online Financial Disclosures process annually.

5. 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. To this end the WCED co-chairs the Prove Joints, Priority Committee on School Safety with SAPS. Various departments including, DOCS, DCAS, DSD, Correctional Services, Metro Police and Law Enforcement from City of Cape Town are all participants of this committee. Community involvement remains a key aspect in the fight against violence that affects some high-risk schools.

6. Scopa Resolutions

The Committee noted the audit opinion of the AGSA regarding the annual financial statements of the Department for the 2019/20 financial year, having obtained an unqualified audit report with findings on pre-determined objectives and internal control deficiencies. This audit opinion remains unchanged from the 2018/19 financial year, where the Department achieved an unqualified audit outcome with findings on its predetermined objectives and internal control deficiencies.

7.1. Audit Opinion

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

7.2. Governance

The Committee encourages the Department, Internal Audit Directorate and the Audit Committee to monitor the major areas for improvement in terms of internal control under the following control areas:

- Early Childhood Development;
- Management of School Safety;
- Transfer payments- Hostel Operations; and
- Conditional Grant: Maths, Science and Technology.

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 216: Percentage of learners provided with required textbooks in all grades and in all subjects per annum.

The planned target of 99,8% for this indicator was not specific in clearly identifying the nature and required level of performance.

PPM 213: percentage of Funza Lushaka bursary holders placed in school within six months upon completion of their studies or upon confirmation that the bursar has completed studies.

The AGSA was unable to obtain sufficient appropriate audit evidence for the achievement of 8,49% as reported against the target of 65% in the annual performance report, due to the lack of accurate and complete records. The AGSA was unable to confirm the reported achievement by alternative means. Consequently, the AGSA was also unable to determine whether any adjustments were required to the reported achievement.

PPM 108: Teacher absenteeism not reliable

Under Note 24 on page 191 of the Annual Report of the Department, the performance indicator, previously included in Programme 2: Public Ordinary School Education, was included under Programme 1: Administration for the year under review, which was not selected for audit in the 2019/20 financial year.

The performance reported against the planned target in the previous year materially differed from the supporting evidence as all the leave taken by teachers during the previous financial year was not recorded or included as part of the reported achievement in the performance report. Due to the relevance and importance of this indicator to the education sector, the 2019/ 20 financial year audit also included a confirmation of whether the processes had improved to address the weaknesses previously identified. These matters were, however, not addressed and as a result the reported achievement of 3, 95% as included on page 50 in the annual performance report is not reliable.

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 method of calculation for PPM 216, which measures the percentage of learners receiving the required textbooks, was amended in the current year by the relevant authorities without adequately considering the performance management and reporting framework prescripts relating to predetermined objectives, which resulted in the indicator not being well defined.
- The implementation of the action plan to address repeat findings on predetermined objectives was not adequate to prevent material misstatements in the performance report.

7.3. Financial Management

The Western Cape Education Department spent R23,446 billion of a budget of R23,650 billion, which resulted in an overall under-expenditure of R203,634 million (99,1% budget expenditure). Compared to the 2018/19 financial years, the Department spent R22, 112 billion of a budget of R22,149 billion, which resulted in an overall under-expenditure of R37,346 million (99,8% budget expenditure).

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

- Programme 1: Administration (R4,021 million);
- Programme 2: Public Ordinary School Education (R187,748 million);
- Programme 4: Public Special School Education (R2,931 million);
- Programme 6: Infrastructure Development (R6,905 million); and
- Programme 7: Examination and Education Related Services (R2,029 million).

The reasons for the underspending per programme can be referenced on page 14 of the Annual Report of the Department.

In addition, the Department's departmental receipt estimated revenue budget of R28,401 million was over- collected by R3,527 million, which resulted in a Departmental receipt of R31,928 million.

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

- Sale of goods and services other than capital assets (R811 000);
- Fines, penalties and forfeits (R502 000); and
- Financial transactions in assets and liabilities (R3,352 million).

In addition, the Department reported an under-collection against the departmental receipt Interest, dividends and rent on land of R1,137 million.

7.4. Resolutions

Background / Concern	Resolution	Action date	Response by the department	Resolved (Yes/No)
<p>Page: 190 of the Annual Report.</p> <p>Headings: "Various Indicators"</p> <p>Description: The Committee notes that some reported indicators of the Department differed from the evidence that was submitted to the AGSA for auditing.</p>	<p>That the Department brief the Public Accounts Committee, as well as the Standing Committee on Education, on the process where indicators are set annually by the National Department of Education and the Western Cape Education Department. The briefing should contain a strong element of the mechanisms implemented by the WCED when predetermining, implementing, monitoring and reporting on its various performance indicators.</p>	<p>Meeting scheduled for 22 Jun 2021.</p>	<p>The WCED provided a report which explains the process for predetermining, implementing, monitoring and reporting on its various performance indicators.</p> <p>Briefing to be provided by the WCED on its Quarterly Performance Reports for the period April – June 2020, July - September 2020, October - December 2020 at the scheduled meeting.</p>	<p>In progress</p>
<p>Page: 195 of the Annual Report.</p> <p>Headings: "Appropriation Statement"</p> <p>Description: The Committee notes that the various programmes of the Department had various degrees of Expenditure as percentages of final appropriation.</p>	<p>That the Department brief the Committee on the maximum allowable percentage deviations per programme to the Department in accordance with applicable legislation and Treasury regulations.</p>	<p>Not yet scheduled by the PAC.</p>	<p>The WCED provided a report to the Committee on the maximum allowable percentage deviations per programme to the Department in accordance with applicable legislation and Treasury regulations</p>	<p>No</p>

Background / Concern	Resolution	Action date	Response by the department	Resolved (Yes/No)
<p>Page: 239 of the Annual Report.</p> <p>Headings: "Note 13: Departmental revenue and PRF Receipts to be surrendered to the Revenue Fund"</p> <p>Description: The Committee notes that the Department surrendered funds to the Revenue Fund.</p>	<p>That the Department brief the Public Accounts Committee, as well as the Budget Committee, on the process which entails surrendering funds to the Revenue Fund.</p>	<p>Not yet scheduled by the PAC.</p>	<p>The WCED provided a report which highlights the funds that were surrendered to the Revenue Fund from the Department from the 2013/14 to 2017/18. The WCED has not briefed the Committee as yet.</p>	<p>No</p>

7.5. List of Information Requested

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

1. A report which highlights the funds that were surrendered to the Revenue Fund from the Department from the 2013/14 to 2017/18 financial years, as referenced under Note 13 on page 239 of the Annual Report.

7.6. Prior Modifications to Audit Reports

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

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
PPM 216 - Percentage of learners provided with required textbooks in all grades and in all subjects per annum. PPM 213 - Percentage of Funza Lushaka bursary holders placed in school within six months upon completion of their studies or upon confirmation that the bursar has completed studies. PPI 2.3 - Learner absenteeism rate PPM 108 - Teacher absenteeism rate PPM 204 - Number of schools provided with multi-media resources PPM211, PPM209, PPM 208, PPM 207 - Percentage of teachers meeting the required content knowledge.	2019/20	PPM 216: Further consultation with the DBE will be conducted PPM 213: To request the DBE to provide accurate lists of qualifying graduates to the department. PPI 2.3: internal business processes adjusted to reflect additional annual calculation. PPM 108: Continued focus on verification of leave forms and capacity building of officials. PPM 204: The department will ensure that the performance indicator will be adequately reviewed. PPM211, PPM209, PPM208, PPM207: The department will ensure training of administrative staff
Procurement and Contract Management	2019/20	Training will be provided to the SCM officials on the applicable procurement processes.
CAATS exceptions on CEMIS Data	2019/20	A change will be affected on CEMIS to prevent duplicate identity numbers.
Overstatement of Employee Benefit	2019/20	A disclosure narrative will be provided on employee benefits disclosure.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Retention and retrieval of Learner Teachers and Support Material.	2019/20	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.
Formal Learner assessments	2019/20	Formal training will be arranged to support and empower principals and SMTs.
Curriculum coverage	2019/20	Curriculum monitoring tools will be put in place to monitor and assess curriculum coverage, as well as the timely filling of vacant posts so that monitoring can be performed effectively.
School management and governance	2019/20	Standard agenda template will be developed to improve on current business processes.
Information Systems: Terminated employees have access on Active Directory	2019/20	A new procedure was put in place to identify the affected employees to ensure the deactivation of these accounts to ensure accountability and compliance.

7. Internal Control Unit

The Internal Control Directorate undertook the following functions:

Assurance Services:

- Monitoring of Compliance against pre-scripts.
 Managed and reviewed the 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 complete the post auditing process to report possible irregular, fruitless and wasteful and non-compliance expenditure as part of the post auditing function.
- Evaluated the effectiveness and the implementation of financial prescripts.
 Provided internal support to management by performing internal inspections, ensured implementation of corrective controls where possible, identified root cause of non-compliance and issued reports with recommendations on internal findings.

Risk, Governance and Fraud and Losses Management:

- Supported Fraud and Losses Management by ensuring that the departmental fraud cases are managed and followed up timely. Co-ordinated the departmental fraud awareness training and updated the departmental fraud registers received from Provincial Forensic Services and the Public Service Commission.
- Supported Effective Risk Management including the rolling-out of departmental operational risk registers. Co-ordinated and initiated risk awareness training and participated in risks workshops to establish operational risk registers. Participated and provided inputs at ERMCO meetings.
- Implemented a process to support proper governance by developing drafted standard operating procedures pertaining to the key responsibilities of the directorate. Contributed to the departmental ethics management including the ongoing reviewing of the departmental gift policy in line with the departmental gift register.

Combined Assurance:

Reported matters to the audit committee and provided comment on the status of the departmental financial management improvement plan. Monitored progress on recommendations of departmental internal audit reports and the management report from external auditors. Collaborated with Internal Audit by providing inputs and information in order to address the departmental risks.

Co-ordinated and evaluated responses to stakeholders:

Ensured effective and timely responses for SCOPA, AGSA, DoTP and Public Service Commission. Monitored responses of management in support Corporate Governance and Review Outlook for Provincial Treasury.

8. Internal Audit and Audit Committees

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

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

Internal Audit work completed during the year under review for the Department included four assurance engagements and one consulting engagement. 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 and review of the following:

- 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 (Chairperson)	CA (SA); BCom, CTA,	Internal or external External	N/a	01 January 2020 (2nd term)	N/a	7
Ms Rozan Jafftha	CA (SA); CIA; BCompt Honours; CTA; BCom Accounting			01 October 2017 (2nd term)	Contract expired 31 December 2020	5
Ms Merle Kinnes	BA LLB; Certificate Forensic Examination; Attorney of the High Court of SA.			01 January 2020 (2nd term)	N/a	7
Mr Thembelani Maphanga	BSc Computer Science and Statistics; Public IT Governance; COBIT5 (F)			01 January 2020 (1st term)	19 November 2020	3
Ms Lynne Tromp	MBA; BCom Honours; BTech Internal Audit			01 January 2021 (1st term)	N/a	2
Mr Raaghieb Najjaar	CA (USA); BCompt Honours			01 January 2021 (1st term)	N/a	2

9. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2021.

Audit Committee Responsibility

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

The Effectiveness of Internal Control

The Department is required to develop and maintain systems of internal control that would improve the likelihood of achieving its objectives, to adapt to changes in the environment it operates in and to promote efficiency and effectiveness of operations, supports reliable reporting and compliance with laws and regulations. The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers. The first level of assurance is management assurance, requiring of line management to maintain effective internal controls and execute those procedures on a day-to-day basis by means of supervisory controls and taking remedial action where required. The second level of assurance is internal assurance provided by functions separate from direct line management, entrusted with assessing adherence to policies, procedures, norms, standards and frameworks. The third level of assurance is independent assurance providers that are guided by professional standards requiring the highest levels of independence.

A risk-based Combined Assurance Plan was developed for the Department, facilitated by Internal Audit, who is also an independent assurance provider. 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:

- Delegations Framework
- COVID-19 Supply Chain Management Transactions (Transversal Internal Audit Project)
- ICT Governance
- Implementation of Action Plans (Consulting Engagement)
- Transfer Payment School Fee Exemption

The areas for improvement, as noted by Internal Audit during the performance of their work, were agreed to by Management. The Audit Committee monitors the implementation of the agreed actions on a quarterly basis.

The Audit Committee continues to express its concern regarding the slow progress in implementing agreed action plans in response to the Internal Audit and Auditor-General findings and the impact of these delays on the control environment. The consulting engagement performed by Internal Audit has identified the root causes to this problem and the Audit Committee will monitor the improvements implemented by the Department to address these.

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.

Risk management

The Audit Committee has:

- Considered and recommended for approval the Departments Risk Management Strategy and Implementation Plan; and
- Reviewed and commented on the quarterly assurance reports from management, Internal Audit and AGSA on the operational effectiveness of matters relating to risk and control.

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.

Governance

The Audit Committee has:

- Reviewed the recommendations of Internal Audit aimed at improving the governance processes of the Department on an audit-by-audit basis.
- Reviewed and approved the ICT Governance Report prepared by Internal Audit and noted the ongoing feedback provided by the Department and Ce-I respectively, on the implementation of e-Learning and the addressing of findings relating to the CEMIS application.

Compliance

The Audit Committee has noted the quarterly reports listing changes to legislation and circulars issued. The Audit Committee notes the areas of non-compliance with the PFMA detailed in the Auditor-General's report.

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. These include an update on progress against annual targets and improvements to the underlying processes affecting the accuracy of reported performance information as detailed in the Auditor General's report. 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.



Mr Nick Buick
Chairperson of the Education Audit Committee
Date: 2021-09-14

10. B-BBEE Compliance Performance Information

The following table has been completed in accordance with the compliance to the BBEE requirements of the BBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
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.

During consultations between the Provincial Minister of Education, unions and governing body associations on 18 August 2020, the basket of posts declared for the 2020 academic year was retained for the 2021 academic year. On 31 August 2020, the Head of Education concluded consultations with unions and governing body associations on the utilisation and distribution of the 2021 basket of posts.

As the objective is to maintain stability at schools for the 2021 academic year, the Head of Education announced that ordinary public schools will retain their 2020 educator post allocations, including additional posts allocated for 2020, for the 2021 academic year. Schools that received approval for grade and Language of Learning and Teaching extensions in 2020 and that will extend such extensions in 2021, will receive educator posts for such purposes.

In 2020, the WCED issued three scheduled vacancy lists for educators which supported the focus on stabilizing the functionality of schools through good leadership and governance.

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 1 364 PL1 teachers for the period 01 January 2020 – 31 December 2020.

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 has appointed 334 of the 624 Funza Lushaka bursary holders within the first six months of the 2020 academic year. This is a placement rate of 53.5% comprising of Funza Lushaka bursary holders' employment in permanent and in contract capacities.

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. Monetary incentives were not awarded to top performers during the 2020/21 reporting period because a decision was made by the Provincial Top Management, and endorsed by Provincial Cabinet, to redirect funds initially allocated for bonuses to assist with COVID-19 related initiatives. Poor performers are obligated to enter into personal improvement programmes.

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. During the reporting period, seven hundred and sixty-nine (769) employees made use of the psycho-social training, 10 advocacy sessions were arranged, and 41 Trauma debriefing sessions were conducted.

Achievements and challenges

The department provided the 2020 school staff establishments on 23 September 2020. This enabled schools to commence timeously with their planning for 2021 and also created sufficient opportunity for schools to appeal for more posts where necessary. Although challenged in respect of the COVID-19 pandemic the department managed to convert 1 364 temporary educator appointments to permanent appointments, further stabilizing schools and positively impacting on the delivery of quality education.

Due to restrictions on social distancing the Department could not host Long Service Awards events to acknowledge and celebrate Educators and Public Service staff who have dedicated 20, 30 and 40 years of continuous service to the sector. Certificates were, however, sent to all eligible employees to acknowledge their dedicated contribution. The Department also communicated an electronic long service awards magazine to all employees who had 20, 30 and 40 years of continuous service, as a means of acknowledging their contribution to the Department.

Given the large-scale impact of the COVID-19 crisis, the department managed to maintain labour peace during a very challenging year.

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

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 2020 to 31 March 2021

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	1 200 197	969 455	1 883	0	4.04	512.94	1 890
Programme 2	18 040 843	15 108 947	7 700	0	62.93	409.38	36 907
Programme 3	126 126	0	0	0	0.00	0	0
Programme 4	1 322 598	1 079 792	0	0	4.50	377.81	2 858
Programme 5	612 855	50 486	0	0	0.21	573.70	88
Programme 6 *	1 504 528	27 011	0	0	0.11	628.16	43
Programme 7	1 201 394	195 365**	10 403	0	0.81	498.38	392
		128 037***	0	0	0.53	0	
Total	24 008 541	17 559 093	19 986	0	73.14	416.31	42 178

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 R195.365 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 R128.037 million reflects the amount in respect of the expenditure of Examiners/Moderators/Markers and temporary administrative support staff (for the 2020-Matric examinations).

Table 3.1.2 Personnel costs by salary band for the period 1 April 2020 to 31 March 2021

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)	488 728	2.77	150.10	3 256
Skilled (level 3-5)	1 048 734	5.95	215.79	4 860
Highly skilled production (levels 6-8)	10 572 826	59.98	411.65	25 684
Highly skilled supervision (levels 9-12)	5 458 887	30.97	654.86	8 336
Senior and Top management (levels 13-16)	59 158	0.34	1 408.52	42
Total	17 628 333	100.00	417.95	42 178

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, Homeowners Allowance and Medical Aid by programme for the period 1 April 2020 to 31 March 2021

Programme	Salaries		Overtime		Homeowners 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	733 845	4.16	3 849	0.02	24 563	0.14	50 280	0.29
Programme 2	11 205 837	63.57	37	0.00	328 159	1.86	679 160	3.85
Programme 3	0	0.00	0	0.00	0	0.00	0	0.00
Programme 4	796 957	4.52	1	0.00	26 943	0.15	52 754	0.30
Programme 5	37 747	0.21	0	0.00	901	0.01	2 085	0.01
Programme 6	16 313	0.09	0	0.00	362	0.00	864	0.00
Programme 7	189 862	1.08	1 766	0.01	4 737	0.03	9 585	0.05
Total	12 980 561	73.63	5 653	0.03	385 665	2.19	794 728	4.51

Table 3.1.4 Salaries, Overtime, Homeowners Allowance and Medical Aid by salary band for the period 1 April 2020 to 31 March 2021

Salary band	Salaries		Overtime		Homeowners 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)	349 461	1.98	30	0.00	23 064	0.13	26 054	0.15
Skilled (level 3-5)	739 272	4.19	1 762	0.01	45 503	0.26	75 230	0.43
Highly skilled production (levels 6-8)	7 792 110	44.20	3 013	0.02	210 021	1.19	466 824	2.65
Highly skilled supervision (levels 9-12)	4 060 184	23.03	848	0.00	106 973	0.61	226 054	1.28
Senior management (level 13-16)	39 534	0.22	0-	0.00	104	0.00	566	0.00
Total	12 980 561	73.63	5 653	0.03	385 665	2.19	794 728	4.51

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 2021

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	2 108	11	1 878	10.91	12	1 890
	Programme 2	36 775	0	36 786	0.00	121	36 907
	Programme 4	2 895	0	2 833	2.14	25	2 858
	Programme 5	5	0	63	0.00	25	88**
	Programme 6	52	0	39	25.00	4	43
	Programme 7	421	1	389	7.60	3	392
	Total		42 256***	12	41 988	0.63****	190
Educators	Programme 1	574	1	556	3.14	8	564
	Programme 2	30 450	0	30 621	0.00	45	30 666
	Programme 4	1 958	0	1 916	2.15	4	1 920
	Programme 5	5	0	63	0.00	25	88**
	Programme 6	6	0	5	16.67	0	5
	Programme 7	160	0	170	0.00	3	173
	Total		33 153	1	33 331	0.00	85*
Public Service Personnel	Programme 1	1 534	10	1 322	13.82	4	1 326
	Programme 2	6 325	0	6 165	2.53	76	6 241
	Programme 4	937	0	917	2.13	21	938
	Programme 5	0	0	0	0.00	0	0
	Programme 6	46	0	34	26.09	4	38
	Programme 7	261	1	219	16.09	0	219
	Total		9 103	11	8 657	4.90	105

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). 88 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.

**** In 2019/20 the vacancy rate was 0.05%. This figure has increased slightly due to an increase in the number of vacant posts, particularly in the public service sector for 2020/21.

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 2021

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)	3 417	0	3 471	0.00	39	3 510
	Skilled (Levels 3-5)	4 334	7	4 706	0.00	53	4 759
	Highly skilled production (Levels 6-8)	30 327	4	30 408	0.00	74	30 482
	Highly skilled supervision (Levels 9-12)	4 131	1	3 362	18.62	23	3 385
	Senior Management (Levels 13-16)	47	0	41	12.77	1	42
	Total		42 256	12	41 988	0.63	190
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	105	0	795**	0.00	0	795**
	Highly skilled production (Levels 6-8)	29 196	0	29 410	0.00	66	29 476
	Highly skilled supervision (Levels 9-12)	3 852	1	3 126	18.85	19	3 145
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total		33 153	1	33 331	0.00*	85
Public Service Personnel	Lower Skilled (Levels 1-2)	3 417	0	3 471	0.00	39	3 510
	Skilled (Levels 3-5)	4 229	7	3 911	7.52	53	3 964
	Highly skilled production (Levels 6-8)	1 131	4	998	11.76	8	1 006
	Highly skilled supervision (Levels 9-12)	279	0	236	15.41	4	240
	Senior Management (Levels 13-16)	47	0	41	12.77	1	42
	Total		9 103	11	8 657	4.90	105

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 795 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 2021

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
N/A The Western Cape Education Department has not identified any critical occupations.				
Notes:				
<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> (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 2021

SMS Level	Number of SMS posts per level		Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
	Funded	Unfunded				
Director-General/ Head of Department	1	0	1	100.00	0	0.00
Salary Level 15	4	0	4	100.00	0	0.00
Salary Level 14	9*	0	9	100.00	0	0.00
Salary Level 13	35*	0	27	77.14	7	20.00
Total	49	0	41	83.67	7	14.58
Note: *The number of posts filled on salary level 14 includes one (1) DORA-funded post. **One (1) SMS member carried in excess.						

Table 3.3.2 SMS post information as on 30 September 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	100.00	0	0.00
Salary Level 15	4	0	4	100.00	0	0.00
Salary Level 14	9*	0	8	88.89	1	11.11
Salary Level 13	35**	0	28	77.78	7	19.44
Total	49	0	41	82.00	7	16.00

Note: *The number of posts filled on salary level 14 includes one (1) DORA-funded post.
**One (1) SMS member carried in excess.

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2020 to 31 March 2021

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	2	0
Salary Level 13	5	5	0
Total	7	7	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 2020 to 31 March 2021

Reasons for vacancies not advertised within six months
The Director: Overberg Education District continues in the seconded capacity of Director: Examination Administration, a position he occupies since 1 April 2019.

Reasons for vacancies not filled within six 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.

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 2020 to 31 March 2021

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 2020 to 31 March 2021

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)	3 417	932	27.28	508	1.20	0	0.00
Skilled (Levels 3-5)	4 334	263	6.07	249	0.59	0	0.00
Highly skilled production (Levels 6-8)	30 327	24	0.08	0	0.00	0	0.00
Highly skilled supervision (Levels 9-12)	4 131	5	0.12	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	34	0	0.00	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	8	0	0.00	0	0.00	0	0.00
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	1	100.00	0	0.00	0	0.00
Total	42 256	1 224	2.90	757	1.79	0	0.00

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

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2020 to 31 March 2021

Gender	African	Coloured	Indian	White	Total
Female	38	434	0	48	520
Male	16	114	0	11	141
Total	54	548	0	59	661
Employees with a disability					3
Note: The upgrade of Household Aid posts from salary level 1 to salary level 2 and Household Supervisor posts from salary level 3 to 4 was done in line with the Department of Public Service and Administration's directive in Circular 10 of 2019, dated 24 October 2019 and approved for implementation in all departments in the Western Cape with effect from 01 March 2021.					

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 2020 to 31 March 2021

Total number of employees whose salaries exceeded the grades determine by job evaluation	0
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Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2020 to 31 March 2021

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					1

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 2020 to 31 March 2021

Personnel Group	Salary Band	Number of employees per band as on 31 March 2020	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)	3 235	2 052	0	2 052	1 802	2	1 804	7.67
	Skilled (Levels 3-5)	5 048	3 254	3	3 257	2 349	4	2 353	17.91
	Highly skilled production (Levels 6-8)	25 682	15 186	8	15 194	13 677	16	13 693	5.84
	Highly skilled supervision (Levels 9-12)	8 380	514	5	519	1 271	10	1 281	0.00
	Senior Management Service Band A (Level 13)	30	1	0	1	5	1	6	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)	4	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	42 388	21 007	16	21 023	19 104	33	19 137	4.45
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	757	2 092	0	2 092	1 097	0	1 097	131.44
	Highly skilled production (Levels 6-8)	24 512	15 047	6	15 053	13 462	11	13 473	6.45
	Highly skilled super-vision (Levels 9-12)	8 129	500	3	503	1 254	4	1 258	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	33 398	17 639	9	17 648	15 813	15	15 828	5.45

Personnel Group	Salary Band	Number of employees per band as on 31 March 2020	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 %
Public Service	Lower skilled (Levels 1-2)	3 235	2 052	0	2 052	1 802	2	1 804	7.67
	Skilled (Levels 3-5)	4 291	1 162	3	1 165	1 252	4	1 256	0.00
	Highly skilled production (Levels 6-8)	1 170	139	2	141	215	5	220	0.00
	Highly skilled supervision (Levels 9-12)	251	14	2	16	17	6	23	0.00
	Senior Management Service Band A (Level 13)	30	1	0	1	5	1	6	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)	4	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		8 990	3 368	7	3 375	3 291	18	3 309	0.73

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 2020 to 31 March 2021

Critical occupation	Number of employees at beginning of period April 2020	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 2020 to 31 March 2021

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 31 March 2020	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2020	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2020
Death / Demise	285**	1.49	0.67	221	1.40	0.66	64	1.93	0.71
Resignation	743	3.88	1.75	587	3.71	1.76	156	4.71	1.74
Expiry of contract	16 977	88.71	40.05	14 162	89.47	42.40	2 815	85.07	31.31
Dismissal - operational changes	2	0.01	0.00	2	0.01	0.01	0	0.00	0.00
Dismissal - misconduct	40	0.21	0.09	28	0.18	0.08	12	0.36	0.13
Dismissal - inefficiency	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Discharged due to ill-health	46	0.24	0.11	34	0.21	0.10	12	0.36	0.13
Discharged - incapacity	1	0.01	0.00	1	0.01	0.00	0	0.00	0.00
Retirement	1 010	5.28	2.38	778	4.92	2.33	232	7.01	2.58
Employee initiated severance package	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Transfer to other Public Service Departments	33	0.17	0.08	15	0.09	0.04	18	0.54	0.20
TOTAL	19 137*	100.00	45.15	15 828	100.00	47.39	3 309	100.00	36.81
<p>Note: In comparison to the 2019/20 reporting cycle, there were 8 625 less employees leaving the department in 2020/21. This could mainly be attributed to a sharp decrease in the expiration of contracts because of a streamlined nomination process at schools. Out of the 285 employee deaths, 80 were as a result of COVID-19 (69 were Educators and 11 were Public Servants).</p>									

Table 3.5.3.2 Reasons why staff resigned, 1 April 2020 to 31 March 2021

Termination type	All Personnel		Educators		Public Service	
	Number	% of Total Exits	Number	% of Total Exits	Number	% of Total Exits
Age	4	0.57	4	0.72	0	0.00
Bad health	8	1.13	5	0.90	3	2.00
Better remuneration	23	3.26	19	3.42	4	2.67
Domestic problems	2	0.28	2	0.36	0	0.00
Emigration	16	2.27	16	2.88	0	0.00
Further studies	1	0.14	1	0.18	0	0.00
Housewife	0	0.00	0	0.00	0	0.00
Marriage	4	0.57	4	0.72	0	0.00
Nature of work	44	6.23	38	6.83	6	4.00
No reason	0	0.00	0	0.00	0	0.00
Non-teaching post	0	0.00	0	0.00	0	0.00
Other education department	1	0.14	1	0.18	0	0.00
Other occupation	60	8.50	35	6.29	25	16.67
Own business	1	0.14	1	0.18	0	0.00
Personal grievances	36	5.10	32	5.76	4	2.67
Resigning of position	506	71.67	398	71.58	108	72.00
Transfer other system	0	0.00	0	0.00	0	0.00
Transfer(spouse)	0	0.00	0	0.00	0	0.00
Total	706	100.00	556	100.00	150	100.00

Table 3.5.3.3 Age groups of staff who resigned, 1 April 2020 to 31 March 2021

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 <	1	0.13	0	0.00	0	0.00
Ages 20 to 24	19	2.56	16	2.73	3	1.92
Ages 25 to 29	113	15.21	107	18.23	6	3.85
Ages 30 to 34	110	14.80	97	16.52	13	8.33
Ages 35 to 39	73	9.83	57	9.71	16	10.26
Ages 40 to 44	64	8.61	51	8.69	13	8.33
Ages 45 to 49	86	11.57	69	11.75	17	10.90
Ages 50 to 54	73	9.83	44	7.50	29	18.59
Ages 55 to 59	89	11.98	64	10.90	25	16.03
Ages 60 to 64	110	14.80	78	13.29	32	20.51
Ages 65 >	5	0.67	4	0.68	1	0.64
Total	743	100.00	587	100.00	156	100.00

Note:
Although there was an overall decrease in the number of employees who resigned from the department during the 2020/21 reporting period, the age group most at risk of resigning remains at 25 to 29 years. In 2019/20 this figure was 297. It is closely followed by the age group 30-34, which is line with the trend of previous years. An emerging trend is the resignation (versus retirement) for the age group 60-64 years. This may, however, be as a result of financial benefits.

Table 3.5.3.4 Granting of employee-initiated severance packages: 1 April 2020 to 31 March 2021

Total number of employee-initiated severance packages in 2020/ 2021	0
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Table 3.5.4 Promotions by critical occupation for the period 1 April 2020 to 31 March 2021

Occupation	Employees 1 April 2020	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 2020 to 31 March 2021

Personnel Group	Salary Band	Employees as at 31 March 2020	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)	3 235	55	1.70	2 145	66.31
	Skilled (Levels 3-5)	5 048	57	1.13	3 027	59.96
	Highly skilled production (Levels 6-8)	25 682	1 169	4.55	16 314	63.52
	Highly skilled supervision (Levels 9-12)	8 380	1 097	13.09	7 343	87.63
	Senior management (Levels 13-16)	43	3	6.98	32	74.42
	Total	42 388	2 381	5.62	28 861	68.09
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	757	0	0.00	34	4.49
	Highly skilled production (Levels 6-8)	24 512	1 150	4.69	15 798	64.45
	Highly skilled supervision (Levels 9-12)	8 129	1 087	13.37	7 159	88.07
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	33 398	2 237	6.70	22 991	68.84
Public service	Lower Skilled (Levels 1-2)	3 235	55	1.70	2 145	66.31
	Skilled (Levels 3-5)	4 291	57	1.33	2 993	69.75
	Highly skilled production (Levels 6-8)	11 70	19	1.62	516	44.10
	Highly skilled supervision (Levels 9-12)	251	10	3.98	184	73.31
	Senior Management (Levels 13-16)	43	3	6.98	32	74.42
	Total	8 990	144	1.60	5 870	65.29

3.6 Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2021

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	3	0	1	1	1	0	0	14
Senior management (Level 13)	2	7	2	3	2	8	1	3	0	0	28
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	136	437	7	145	68	198	7	124	0	0	1 122
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	896	3 154	25	791	2 884	5 175	60	2 281	10	4	15 280
Semi-skilled and discretionary decision making (Levels 4-7)	1 340	2 565	12	576	3 556	8 679	77	3 130	77	47	20 059
Unskilled and defined decision making (Levels 1-3)	689	2 146	1	118	506	2 063	3	135	7	7	5 675
Total	3 063	8 315	49	1 636	7 016	16 124	149	5 674	94	58	42 178

Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2021

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	1	0	0	0	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	3	4	0	2	1	3	0	4	0	0	17
Semi-skilled and discretionary decision making (Levels 4-7)	0	1	0	0	2	4	0	5	0	0	12
Unskilled and defined decision making (Levels 1-3)	0	2	0	0	1	3	0	0	0	0	6
Total	3	8	0	2	4	11	0	9	0	0	37

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

Table 3.6.3 Recruitment for the period 1 April 2020 to 31 March 2021

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	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	1	27	0	5	11	41	1	40	0	0	126
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	72	224	3	16	303	355	9	72	0	0	1 054
Semi-skilled and discretionary decision making (Levels 4-7)	1 160	2 198	12	305	2 942	6 616	59	1 870	151	113	15 426
Unskilled and defined decision making (Levels 1-3)	439	1 331	1	112	448	1 789	4	209	34	33	4 400
Total	1 672	3 780	16	438	3 704	8 802	73	2 191	185	146	21 007

Note:
The total number of appointments include the renewal of contracts. In the 2019/20 reporting period there were 26 820 appointments reflected, however, in the 2020/21 reporting the number has decreased due to 21 007. This could be attributed to schools extending the contract period to 6 or 12 months instead of quarterly renewals.

Table 3.6.4 Promotions for the period 1 April 2020 to 31 March 2021

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	1	0	0	0	0	0	0	1
Senior management (Level 13)	1	0	0	1	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	18	59	0	16	8	27	1	20	0	0	149
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	120	356	0	88	452	725	6	306	0	0	2 053
Semi-skilled and discretionary decision making (Levels 4-7)	11	14	0	0	24	41	0	4	0	0	94
Unskilled and defined decision making (Levels 1-3)	7	25	0	3	16	30	0	1	0	0	82
Total	157	454	0	109	500	823	7	331	0	0	2 381

Table 3.6.5 Terminations for the period 1 April 2020 to 31 March 2021

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	2	0	1	0	1	0	0	5
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	6	96	2	45	18	52	0	48	0	0	267
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	131	412	5	63	422	719	12	227	0	1	1 992
Semi-skilled and discretionary decision making (Levels 4-7)	1 028	1 943	11	260	2 638	5 833	50	1 642	127	102	13 634
Unskilled and defined decision making (Levels 1-3)	355	1 103	2	80	280	1 228	1	114	17	26	3 206
Total	1 520	3 555	20	450	3 358	7 833	63	2 032	144	129	19 104

Table 3.6.6 Disciplinary action for the period 1 April 2020 to 31 March 2021

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	34	101	1	5	26	49	1	4	221

Table 3.6.7 Skills development for the period 1 April 2020 to 31 March 2021

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)	327	991	4	189	500	1 095	19	443	3 568
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	978	4 824	36	449	2 093	4 534	125	2 872	15 911

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	14	24	0	3	24	76	3	14	158
Semi-skilled & discretionary decision making (Levels 4-7)	105	117	1	9	172	484	2	78	968
Unskilled and defined decision making (Levels 1-3)	14	80	0	1	13	55	0	1	164
Grand Total	1 438	6 036	41	651	2 802	6 244	149	3 408	20 769

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.

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:
Superintendent-General; Deputy Director-General; Chief Director; Director; Deputy Director; Assistant Director; Principal; Deputy Principal; Departmental Head (Teacher); 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.

With the advent of the COVID-19 pandemic, face to face training was halted within the first quarter. However, the shift to online learning created opportunities to reach more beneficiaries. Training frequency increased and the amount of time spent per training, under normal circumstances decreased, due to the shift to online learning. Certain online platforms used for online learning, e.g. ZOOM and MS Teams, accommodated more than the usual number of beneficiaries per session, compared to pre-COVID era of training where the venue set the limit.

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 2020

SMS Level	Number of funded SMS posts per level	Number of SMS members per level	Number of signed Performance Agreements per level	Signed Performance Agreements as % of SMS members per level
Director- General/ Head of Department	1	1	1	100.00
Salary Level 15	4	4	4	100.00
Salary Level 14	9	8	8	100.00
Salary Level 13	36	30	30	100.00
Total	50	43	43	100.00

Note:

* Circular 32 of 2020 issued by the Department of Public Service and Administration (DPSA) provided a revised date of 31 October 2020 for the completion of all performance agreements for Heads of Department, members of the Senior Management Service (SMS) and all other employees other than members of the SMS. This revised date was issued as a result of COVID-19.

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2020

Reasons
* Circular 32 of 2020 issued by the Department of Public Service and Administration (DPSA) provided a revised date of 31 October 2020 for the completion of all performance agreements for Heads of Department, members of the Senior Management Service (SMS) and all other employees other than members of the SMS. This revised date was issued as a result of COVID-19.

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2020

Reasons
Not applicable

3.8 Performance Rewards

To encourage good performance, the department has granted the following performance rewards, allocated to personnel for the performance period 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 2020 to 31 March 2021

Salary Band	Employees as at 31 March 2020	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 235	2 145	66.31
Skilled (Levels 3-5)	5 048	3 027	59.96
Highly skilled production (Levels 6-8)	25 682	16 314	63.52
Highly skilled supervision (Levels 9-12)	8 380	7 343	87.63
Senior management (Levels 13-16)	43	32	74.42
Total	42 388	28 861	68.09

Table 3.8.2 Notch progressions by critical occupation, 1 April 2020 to 31 March 2021

Critical Occupations	Employees as at 31 March 2020	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 2020 to 31 March 2021

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	0	1 957	0.00	0.00	0.00
	Male	0	896	0.00	0.00	0.00
	Female	0	1 061	0.00	0.00	0.00
	Coloured	0	6 295	0.00	0.00	0.00
	Male	0	2 672	0.00	0.00	0.00
	Female	0	3 623	0.00	0.00	0.00
	Indian	0	27	0.00	0.00	0.00
	Male	0	9	0.00	0.00	0.00
	Female	0	18	0.00	0.00	0.00
	White	0	693	0.00	0.00	0.00
	Male	0	152	0.00	0.00	0.00
	Female	0	541	0.00	0.00	0.00
	Disabled	0	18	0.00	0.00	0.00
	Grand Total		0	8990	0.00	0.00

Note: A decision was taken by the Provincial Top Management that funds earmarked for performance bonuses be redirected to COVID-19 related initiatives. This decision was endorsed by the Provincial Cabinet.

Table 3.8.4 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2020 to 31 March 2021

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)	0	3 235	0.00	0.00	0.00	0.00
	Skilled (Levels 3-5)	0	5 048	0.00	0.00	0.00	0.00
	Highly skilled production (Levels 6-8)	0	25 682	0.00	0.00	0.00	0.00
	Highly skilled supervision (Levels 9-12)	0	8 380	0.00	0.00	0.00	0.00
	Total	0	42 345	0.00	0.00	0.00	0.00
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0.00	0.00	0.00
	Skilled (Levels 3-5)	0	757	0.00	0.00	0.00	0.00
	Highly skilled production (Levels 6-8)	0	24 512	0.00	0.00	0.00	0.00
	Highly skilled supervision (Levels 9-12)	0	8 129	0.00	0.00	0.00	0.00
	Total	0	33 398	0.00	0.00	0.00	0.00
Public Service	Lower Skilled (Levels 1-2)	0	3 235	0.00	0.00	0.00	0.00
	Skilled (Levels 3-5)	0	4 291	0.00	0.00	0.00	0.00
	Highly skilled production (Levels 6-8)	0	1 170	0.00	0.00	0.00	0.00
	Highly skilled supervision (Levels 9-12)	0	251	0.00	0.00	0.00	0.00
	Total	0	8 947	0.00	0.00	0.00	0.00

Table 3.8.5 Performance Rewards by critical occupation for the period 1 April 2020 to 31 March 2021

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 2020 to 31 March 2021

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)	0	32	0	0	0	0.00
Senior Management Service Band B (Level 14)	0	8	0	0	0	0.00
Senior Management Service Band C (Level 15)	0	3	0	0	0	0.00
Senior Management Service Band D (Level 16)	0	1	0	0	0	0.00
Total	0	44	0	0	0	0.00

Note: A decision was taken by the Provincial Top Management that funds earmarked for performance bonuses be redirected to COVID-19 related initiatives. This decision was endorsed by the Provincial Cabinet.

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 2020 to 31 March 2021

Personnel	Salary Band	1 April 2020		31 March 2021		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Lower skilled (Levels 1-2)	2	1.25	2	1.32	0	0.00
	Skilled (Levels 3-5)	27	16.88	13	8.55	-14	175.00
	Highly skilled production (Levels 6-8)	123	76.88	130	85.53	7	-87.50
	Highly skilled supervision (Levels 9-12)	8	5.00	7	4.61	-1	12.50
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total		160	100.00	152	100.00	-8
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	25	16.23	11	7.48	-14	200.00
	Highly skilled production (Levels 6-8)	122	79.22	130	88.44	8	-114.29
	Highly skilled supervision (Levels 9-12)	7	4.55	6	4.08%	-1	14.29
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total		154	100.00	147	100.00	-7
Public Service	Lower skilled (Levels 1-2)	2	33.33	2	40.00	0	0.00
	Skilled (Levels 3-5)	2	33.33	2	40.00	0	0.00
	Highly skilled production (Levels 6-8)	1	16.67	0	0.00	-1	100.00
	Highly skilled supervision (Levels 9-12)	1	16.67	1	20.00	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total		6	100.00	5	100.00	-1

Note: The WCED employs foreign workers based on their qualifications and skill level, particularly in cases where there is little to no supply for specific subjects offered.

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2020 to 31 March 2021

	Major Occupation	29 March 2020		31 March 2021		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Labourers and related workers	5	3.13	3	1.97	-2	25.00
	Clerks	0	0.00	1	0.66	1	-12.50
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	155	96.88	148	97.37	-7	87.50
	Total	160	100.00	152	100.00	-8	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	154	100.00	147	100.00	-7	100.00
	Total	154	100.00	147	100.00	-7	100.00
Public Service	Labourers and related workers	5	83.33	3	60.00	-2	200.00
	Clerks	0	0.00	1	20.00	1	-100.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	1	16.67	1	20.00	0	0.00
	Total	6	100.00	5	100.00	-1	100.00

3.10 Leave utilisation

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

Table 3.10.1 Sick leave for the period 1 January 2020 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)	13 022	11 198	85.99	1 780	7.40	7	4	5 346
	Skilled (Levels 3-5)	19 949	16 975	85.09	2 613	10.87	8	4	12 547
	Highly skilled production (Levels 6-8)	104 090	85 517	82.16	14 720	61.23	7	4	123 376
	Highly skilled supervision (Levels 9-12)	42 389	36 687	86.55	4 912	20.43	9	5	74 634
	Senior Management (Levels 13-16)	160	146	91.25	17	0.07	9	4	531
	Total	179 610	150 523	83.81	24 042	100.00	7	4	216 434
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	756	576	76.19	168	0.90	5	1	397
	Highly skilled production (Levels 6-8)	97 640	80 098	82.03	13 890	74.02	7	4	116 487
	Highly skilled supervision (Levels 9-12)	40 806	35 324	86.57	4 708	25.09	9	5	71 838
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	139 202	115 998	83.33	18 766	100.00	7	4	188 722
Public service	Lower skilled (Levels 1-2)	13 022	11 198	85.99	1 780	33.74	7	4	5 346
	Skilled (Levels 3-5)	19 193	16 399	85.44	2 445	46.34	8	5	12 151
	Highly skilled production (Levels 6-8)	6 450	5 419	84.02	830	15.73	8	6	6 889
	Highly skilled supervision (Levels 9-12)	1 583	1 363	86.10	204	3.87	8	6	2 796
	Senior Management (Levels 13-16)	160	146	91.25	17	0.32	9	4	531
	Total	40 408	34 525	85.44	5 276	100.00	8	4	27 713

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 2020 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)	2 363	2 360	99.87	40	5.28	59	1	1 002
	Skilled (Levels 3-5)	3 886	3 886	100.00	86	11.35	45	1	2 490
	Highly skilled production (Levels 6-8)	16 836	16 806	99.82	415	54.75	41	1	20 325
	Highly skilled supervision (Levels 9-12)	11 366	11 353	99.89	216	28.50	53	1	20 083
	Senior Management (Levels 13-16)	83	83	100.00	1	0.13	83	2	273
	Total	34 534	34 488	99.87	758	100.00	46	1	44 174
Educators	Lower skilled (Levels 1-2)	0	0	100.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	54	54	99.81	2	0.34	27	0	29
	Highly skilled production (Levels 6-8)	15 775	15 745	99.88	381	65.13	41	1	19 247
	Highly skilled supervision (Levels 9-12)	10 977	10 964	0.00	202	34.53	54	1	19 408
	Senior Management (Levels 13-16)	0	0	99.84	0	0.00	0	0	0
	Total	26 806	26 763	99.84	585	100.00	46	1	38 684
Public service	Lower skilled (Levels 1-2)	2 363	2 360	99.87	40	23.12	59	1	1 002
	Skilled (Levels 3-5)	3 832	3 832	100.00	84	48.55	46	1	2 461
	Highly skilled production (Levels 6-8)	1 061	1 061	100.00	34	19.65	31	1	1 079
	Highly skilled supervision (Levels 9-12)	389	389	100.00	14	8.09	28	2	675
	Senior Management (Levels 13-16)	83	83	100.00	1	0.58	83	2	273
	Total	7 728	7 725	99.96	173	100.00	45	1	5 491

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 2020 to 31 December 2020

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)	17 969	9	1 926
	Skilled (Levels 3-5)	30 310	11	2 835
	Highly skilled production (Levels 6-8)	17 224	15	1 148
	Highly skilled supervision (Levels 9-12)	19 569	15	1 279
	Senior Management (Levels 13-16)	978	21	47
	Total	86 050	12	7 235
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	0	0	0
	Highly skilled production (Levels 6-8)	219	2	109
	Highly skilled supervision (Levels 9-12)	14 528	14	1 024
	Senior Management (Levels 13-16)	0	0	0
	Total	14 747	13	1 133
Public service	Lower skilled (Levels 1-2)	17 969	9	1 926
	Skilled (Levels 3-5)	30 310	11	2 835
	Highly skilled production (Levels 6-8)	17 005	16	1 039
	Highly skilled supervision (Levels 9-12)	5 041	20	255
	Senior Management (Levels 13-16)	978	21	47
	Total	71 303	12	6 102

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 2020 to 31 December 2020

Group	Salary Band	Total capped leave available as at 24 Dec 2019	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 2020	Total capped leave available as a 24 Dec 2020
All personnel	Lower skilled (Levels 1-2)	188	60	2	30	14	155
	Skilled (Levels 3-5)	47 414	5 013	80	63	832	40 703
	Highly skilled production (Levels 6-8)	134 025	11 233	288	39	2 351	99 528
	Highly skilled supervision (Levels 9-12)	316 938	31 629	746	42	5 202	301 060
	Senior Management (Levels 13-16)	1 519	222	3	74	15	1 333
	Total	500 084	48 157	1 119	43	8 414	442 779
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	280	0	0	0	3	197
	Highly skilled production (Levels 6-8)	105 758	7 968	235	34	1 873	75 283
	Highly skilled supervision (Levels 9-12)	312 209	31 183	737	42	5 126	296 716
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	Total	418 247	39 151	972	40	7002	372 196
Public service	Lower skilled (Levels 1-2)	188	60	2	30	14	155
	Skilled (Levels 3-5)	47 134	5 013	80	63	829	40 506
	Highly skilled production (Levels 6-8)	28 267	3 265	53	62	478	24 245
	Highly skilled supervision (Levels 9-12)	4 729	446	9	50	76	4 343
	Senior Management (Levels 13-16)	1 519	222	3	74	15	1 333
	Total	81 837	9 006	147	61	1 412	70 583

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 2020 to 31 March 2021

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2020/21 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2020/21	74832	589	127
Current leave pay-outs on termination of service 2020/21	4786	259	18
Total	79618	848	145

Note: A nett total of 590 employees received annual leave pay-outs. 142 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)	Covid-19 brochures, advocacy material and awareness-raising were distributed online. 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 & Wellness Programme has four officials responsible for this programme;</p> <p>1x Deputy Director, 1 x Assistant Director, 1 x Human Resource Practitioner (vacant post) 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. During the pandemic, district co-ordinators were involved in the Employee, Health and Wellness Programme regarding the services on offer to employees.</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.	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: Access to a 24-hour telephone counselling service Face to face counselling, based on short term solution-based therapy (for employees in need) Trauma debriefing</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>Group therapy focusing on stress management or personal financial management Training to line managers (inclusive of school management teams) Focused Employee Health and Wellness Awareness Days in districts</p> <p>Ongoing information on health impacting diseases and the maintenance of a healthy lifestyle.</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. (continued)	x		<p>During the reporting period, seven hundred and sixty-nine (769) employees made use of the psycho-social training, 10 advocacy sessions were arranged, and 41 Trauma debriefing sessions were conducted.</p>
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>The Department has a PILIR Task Team in place who meets on a quarterly basis, consisting of employee and employer representatives:</p> <p>Various representatives within the Chief Directorate People Management Practices and union representatives from SADTU x 2; ATU x 2; NEHAWU x 1; PAWUSA x 1; PSA x1</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 (WCG). 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.</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 Department of Health regularly distributes information online to employees relating to HIV/Aids.</p>

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	x		Voluntary Counselling and Testing forms part of the PEAP programme that the Department of Health is responsible for, of which monthly reports are received. Under normal circumstances, testing is conducted during the rollout of the Wellness Days which was put on hold since the lockdown due to COVID-19.
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		The following measures are in place: A service provider is in place to provide EHW offer services to employees Use of monthly and quarterly reports presented to management through monthly and quarterly meetings Continuous promotion and advocacy of the EHW programme Provision of various psycho-socio training to staff
Other advocacy initiatives were; nutrition, COVID-19 desk drops, cancer awareness, promotion EHW services to employees via online communications. Create a new format for conducting Wellness Days. Review and amend the EHW Strategy, developed Employee Health and Wellness Operational Plans for 2021/2022, submit EHW Quarterly narrative & analysis reports to DPSA on Wellness Management, Health and Productivity Management and HIV/AIDS, TB & STI Management. The department also provided psychosocial training interventions on the following topics: Stress Management; Mental Health issues; Team Wellness Audit; Conflict Resolution Training; Time and Stress Management.			

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2020 to 31 March 2021

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 2020 to 31 March 2021

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	18	5.0
Verbal warning	0	0.0
Written warning	0	0.0
Final written warning	133	36.7
Suspension without pay	26	7.2
Fine	94	26.0
Demotion	1	0.3
Dismissal/ Abscondence	53	14.6
Not guilty	9	2.5
Case withdrawn	28	7.7
Total	362	100.0

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

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2020 to 31 March 2021

Type of misconduct	Number	% of total
Theft, bribery, fraud or corruption in regard to examinations	1	0.5
Sexual assault on learner	10	4.5
Sexual assault on another employee	1	0.5
Sexual relationship with a learner of the same school	1	0.5
Serious assault with intent to cause grievous bodily harm to a learner or student	0	0.0
Serious assault with intent to cause grievous bodily harm to another employee	0	0.0
Illegal possession of an intoxicating illegal or stupefying substance	1	0.5
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	7	3.2
Wilfully or negligently mismanages the finances of the State	12	5.4
Misuse of state property	2	0.9
Unjustifiably prejudices the administration, discipline or efficiency of the Department	0	0.0
Misuses his or her position in the Department of Education to promote or prejudice the interest of any person	0	0.0
Accepts second employment and/or compensation without written approval from the Employer	0	0.0
Fails to carry out a lawful order and/or routine instruction	2	0.9
Absenteeism	16	7.2
Discrimination	0	0.0
Poor performance, for reasons other than incapacity	12	5.4
While on duty, is under the influence of an intoxicating substance	4	1.8
Improper, disgraceful and unacceptable conduct	25	11.3
Assaults, or attempt to or threatens to assault	68	30.8
Victimisation and/or intimidation	0	0.0
Give false statements or evidence in the execution of duties, and/or falsification of records	0	0.0
Unlawful industrial action	21	9.5
Common law or statutory offence (theft, fraud and corruption)	20	9.0
Dishonesty	4	1.8
Abscondment	14	6.3
Total	221	100.0

Note: The number of all reported and finalised cases dealt with for the period 1 April 2020 -31 March 2021 is 453. The figure of 221 are the cases that were referred for formal disciplinary hearings. Less cases were reported during the period April to September 2020. This is due to hard lockdown (level 5) with resulted in school closure and schools working on a rotational basis (level 1-3). The finalisation of cases was impacted due to COVID-19 regulations, non-availability of learner witnesses and connectivity issues with virtual hearings.

Table 3.12.4 Grievances logged for the period 1 April 2020 to 31 March 2021

Grievances lodged	Number	% of Total
Number of grievances resolved	135	61.4
Number of grievances not resolved	85	38.6
Total number of grievances lodged	220	100.0
Note: Grievances lodged refers to cases that were finalised within the reporting period. The increase in the number of grievances logged is due do concessions not granted for comorbidities (Circular 15 &16 of 2020).		

Table 3.12.5 Disputes lodged with Councils for the period 1 April 2020 to 31 March 2021

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	28	38.4
Number of disputes dismissed	45	61.6
Total number of disputes lodged	73	100.0
Note: Councils refer to the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sector Bargaining Council (GPSSBC) and Education Labour Relations Council (ELRC).		

Table 3.12.6 Strike actions for the period 1 April 2020 to 31 March 2021

Strike actions	Number
Total number of persons working days lost	178
Total cost (R'000) of working days lost	R 106,412.00
Amount (R'000) recovered as a result of no work no pay	R 106,412.00

Table 3.12.7 Precautionary suspensions for the period 1 April 2020 to 31 March 2021

Precautionary suspensions	Number
Number of Public Servants suspended	3
Number of Educators suspended	10
Number of public servants whose suspension exceeded 30 days	2
Number of educators whose suspension exceeded 90 days	8
Average number of days suspended	430.50
Cost (R'000) of suspensions	R1 726 590.26
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 2020 to 31 March 2021

Occupational Categories	Gender	Number of employees as of 1 April 2020	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	3 470	0	5 772	0	5 772
	Male	3 087	0	5 349	1	5 350
Professionals	Female	20 356	0	9 575	7	9 582
	Male	6 692	0	9 487	10	9 497
Technicians and associate professionals	Female	199	0	114	8	122
	Male	107	0	112	6	118
Clerks	Female	2 337	0	1 744	136	1 880
	Male	478	0	1 871	139	2 010
Service and sales workers	Female	339	0	149	0	149
	Male	51	0	173	0	173
Skilled agriculture and fishery workers	Female	1	0	0	0	0
	Male	38	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	1	0	0	0	0
	Male	15	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 316	0	229	0	229
	Male	2 547	0	253	0	253
Sub Total	Female	28 695	0	17 466	151	17 617
	Male	13 220	0	17 122	156	17 278
Total		41 915	0	34 588	307	34 895
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 2020 to 31 March 2021

Occupational Categories	Gender	Number of employees as at 31 March 2021	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
Total		41 915	0	20 337	0	20 337
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 2020 to 31 March 2021

Personnel Group	Nature of injury on duty	Number	% of total	Personnel Group	Nature of injury on duty	Number	% of total	Personnel Group	Nature of injury on duty	Number	% of total
All Personnel	Required basic medical attention only	20	38.46	Educators	Required basic medical attention only	11	42.31	Public Service	Required basic medical attention only	9	33.33
	Ankle	2	3.85		Ankle	1	3.85		Ankle	1	3.70
	Back	1	1.92		Back	1	3.85		Back	0	0.00
	Breast	0	0.00		Breast	0	0.00		Breast	0	0.00
	Chest	1	1.92		Chest	0	0.00		Chest	1	3.70
	Eye	0	0.00		Eye	0	0.00		Eye	0	0.00
	Finger	0	0.00		Finger	0	0.00		Finger	0	0.00
	Foot	3	5.77		Foot	1	3.85		Foot	2	7.41
	Fracture	0	0.00		Fracture	0	0.00		Fracture	0	0.00
	Hand and Arm	4	7.69		Hand and Arm	3	11.54		Hand and Arm	1	3.70
	Head	1	1.92		Head	1	3.85		Head	0	0.00
	Knee	3	5.77		Knee	2	7.69		Knee	1	3.70
	Leg	1	1.92		Leg	1	3.85		Leg	0	0.00
	Neck	0	0.00		Neck	0	0.00		Neck	0	0.00
	Nose	0	0.00		Nose	0	0.00		Nose	0	0.00
	Shoulder	4	7.69		Shoulder	1	3.85		Shoulder	3	11.11
	Soft Tissue	0	0.00		Soft Tissue	0	0.00		Soft Tissue	0	0.00
Toe	0	0.00	Toe	0	0.00	Toe	0	0.00			

Personnel Group	Nature of injury on duty	Number	% of total	Personnel Group	Nature of injury on duty	Number	% of total	Personnel Group	Nature of injury on duty	Number	% of total
	Temporary disablement	33	61.54	Educators	Temporary disablement	15	57.69	Public Service	Temporary disablement	18	66.67
	Foot	2	3.85		Foot	1	3.85		Foot	1	3.70
	Head	4	7.69		Head	4	15.38		Head	0	0.00
	Shoulder	2	3.85		Shoulder	2	7.69		Shoulder	0	0.00
	Chest	1	1.92		Chest	0	0.00		Chest	1	3.70
	Ankle	5	9.62		Ankle	2	7.69		Ankle	3	11.11
	Back	0	0.00		Back	0	0.00		Back	0	0.00
	Eye	0	0.00		Eye	0	0.00		Eye	0	0.00
	Finger	1	1.92		Finger	1	3.85		Finger	0	0.00
	Hand and Arm	9	17.31		Hand and Arm	3	11.54		Hand and Arm	6	22.22
	Knee	3	5.77		Knee	0	0.00		Knee	3	11.11
	Leg	5	9.62		Leg	2	7.69		Leg	3	11.11
	Neck	0	0.00		Neck	0	0.00		Neck	0	0.00
	Toe	0	0.00		Toe	0	0.00		Toe	0	0.00
	Permanent disablement	0	0.00		Permanent disablement	0	0.00		Permanent disablement	0	0.00
	Fatal	0	0.00		Fatal	0	0.00		Fatal	0	0.00
	Total	53	100.00		Total	26	100.00		Total	27	100.00
	Percentage of total employment		0.12		Percentage of total employment		0.06		Percentage of total employment		0.06

3.15 Utilisation of Consultants

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

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 2020 to 31 March 2021

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 2020 to 31 March 2021

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 2020 to 31 March 2021

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

Total number of projects	Total individual consultants	Total duration Workdays	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 2020 to 31 March 2021

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			