



Part C

Governance

1. Introduction

The management of public finances and resources must adhere to the highest norms of governance. To use state resources effectively, efficiently, and inexpensively, government departments must have sound governance frameworks in place.

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:

- 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.
- 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
- 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.

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.

Job descriptions and Performance Agreements continue to be the primary instruments used to hold officials accountable. The department's ongoing emphasis on values insured that the value of "accountability" would remain prominent, that the value of "responsibility" would be included, and that everyone would grasp the conduct and behaviour anticipated while holding oneself and others "accountable" and "responsible." Since head office employees are held accountable for providing prompt, knowledgeable support to districts, it stands to reason that districts will also be held responsible for providing help to schools, teachers, and students.

The School Improvement Plans (SIPs) 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 2022/23, the WCED conducted quarterly School Improvement Monitoring (SIM), linked to the School Improvement Plans. The SIM for 2022/23 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.

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 2022/23 governed the control environment needed to respond effectively to the needs of the 2022/23 reporting period.

Quarterly engagements of the Audit Committee give further governance monitoring. At the quarterly meetings, officials are held responsible for delivering on their responsibilities.

Umalusi, the mandated quality assurance body, provided assurance of the quality of the 2021 NSC examination. The WCED and DBE conducted on-site oversight monitoring of the 2022 NSC, which gave confidence that the exams were administered in line with the rules and that the methods and procedures were used in a fair, legitimate, trustworthy, and credible manner.

The Schools Evaluation Authority (SEA) conducted sixty-nine evaluations from April 2022 to March 2023. Evaluations conducted at 57 schools from April to November 2022 were based on full evaluations, excluding Learner Achievement. Evaluations conducted at 12 schools from February to March 2023 were based on full evaluations. Individual reports are sent to each school, chairperson of the governing body, district director, Head of Education and the Provincial Minister of Education.

2. Risk Management

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

Enterprise Risk Management Policy and Strategy

The Department adopted an Enterprise Risk Management Policy on 30 May 2020 for the 2020/21 – 2024/25 financial years. This policy articulates the risk management philosophy and captures, on a high-level, the roles and responsibilities of the different role players. It provides the basis for the risk management process which is supplemented with the detail in the strategy.

The Enterprise Risk Management (ERM) strategy and implementation plan outlines how the Department will go about implementing the ERM Policy adopted by the Accounting Officer (AO). This ERM strategy is informed by the Provincial Enterprise Risk Management Policy and Strategy (PERMPS) as well as its own ERM Policy and risk profiles

ERMCO Responsibility

ERMCO reports that it has complied with its responsibilities arising from Section 38 (1)(a)(i) of the Public Finance Management Act, Treasury Regulation 3.2.1 and Public Service Regulations of 2016, Chapter 2, Part 1, 2 and 3. The ERMCO also reports that it has adopted the appropriate formal Terms of Reference (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 the Accounting Officer (AO), top management, SMS and selected members of the department's management team. As per its Terms of Reference the ERMCO met four times during the year under review. All meetings were attended by members or his/her representative.

The table below discloses relevant information on ERMCO members:

Member	Position	Attended (#)	Date Appointed
Mr B Walters	Accounting Officer (Chairperson)	4	18/07/2022
Mr L Ely	Chief Financial Officer, DDG: Corporate Services (Departmental Risk Champion)	3	30/05/2014
Mr A Lewis	DDG: Institutional Development and Coordination	4	01/11/2022
Mr A Meyer			
Mr H Mahomed	DDG: Curriculum and Assessment Management	2	01/02/2022
Mr S Abrahams	DDG: Education Planning	3	25/04/2019

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

Name	Position	Attended (#)
Ms H Robson	DDG: Corporate Assurance	1
Ms L Boniface	ERMCO Secretary	4
Ms A Haq	Director: Enterprise Risk Management	2
Mr Z Omer	Deputy Director: Chief Risk Advisor	4
Ms M Natesan	Deputy Director: Provincial Forensic Services	4
Ms W Salie	Director: Internal Control	4
Mr P Swartbooi	Director: Internal Audit	2
Mr I Bull	Deputy Director: Internal Audit	4
Ms W Conrad	Director: Business Strategy	1

Enterprise Risk Management Committee (ERMCO) key activities

The Accounting Officer is the chairperson of the ERMCO, and the CFO is the Risk Champion of the department. In executing its function, the ERMCO performed the following key activities during the year:

- Reviewed the department's ERM Strategy and Implementation Plan before recommendation by the Audit Committee and approval by the AO;
- Monitored and reviewed risks in set grouped categories of appetite ranges, reviewed and applied appropriate risk appetite and tolerances guided by the PERMPS adopted by Provincial Top Management;
- Reported to the AO any material changes to the risk profile of the department;
- Confirmed the department's citizen centric strategic risks by constantly reviewing its context in relation to citizens and service delivery expectations;
- Received and considered risk intelligence and trend reports;
- Identified emerging risks;
- Reviewed risks that are outside the tolerance levels for further action / attention;
- Monitored the implementation of the Fraud and Corruption Prevention Implementation Plan;
- Monitored the implementation of the departmental ERM Policy, Strategy and Implementation Plan;
- Evaluated the effectiveness and mitigating strategies to address the material, ethics and economic crime risks.

Key risks considered and addressed during the year

Inability to fully deliver on the expanded ECD mandate – the transfer of the ECD mandate to WCED on 1 April 2022, has fundamentally altered the context of the department. Whereas the department's mandate in the life of a child started at around school going age (~5), it has now been expanded to start from birth until school leaving circa 18 years. The risk is being change managed by limiting its role to maintaining the status quo for the next two years and managing key stakeholders involved in the ECD space.

Disruptive events severely impacting the long-term sustainability of school operations – this risk was managed in the context of approximately 1547 schools hosting approximately 1.6 million learners. Each of the contributing factors were seen as scenarios that could impact many schools simultaneously such as power failures, social instability and extreme weather conditions.

Ineffective school governance – was adequately mitigated through training and awareness and providing additional guidelines to schools. Furthermore, the department revised the financial management manual to align with the latest legislation.

Increased learning centered opportunities – This opportunity is being explored to drive a learner centric narrative in how schools and schooling is being managed. A fresh approach was adopted to enable the identification of positive contributing factors and positive impacts on learners and learning.

Key emerging risks for the following financial year

With the constant influx of families into the province the following key emerging risks will be unpacked in the new financial year:

1. Inability to accommodate the growing demand for learners into schools;
2. Impacts of the energy crisis and a total blackout scenario.

Management of risks

Regular strategic and Branch risk assessments are conducted to determine the effectiveness of the department's risk management strategy and to identify new and emerging risks because of changes in the internal and/or external environment. Each Branch's risks were deliberated and debated during the year and presented at the quarterly ERMCO meetings. Senior managers were 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 to the respective Branch/es that should be analysed more extensively and recommended additional mitigations or actions to manage risks. Management takes ownership of risks and often discusses risk matters at various platforms as part of its culture in an effort to mitigate risks in a collaborative and innovative way. The department's ERM Policy and Strategy are circulated to all officials on an annual basis for all levels of staff to stay abreast of enhancements that have been effected and as a means of embedding risk management throughout the department. Bespoke and generic risk awareness sessions were also conducted to share benchmarking elements so that risk management can mature in the department. Activities detailed in the implementation plan are perpetually monitored and periodically reported on, in the same way that APP deliverables are monitored, to detect potential risks and deviations from indicators and the achievement of outcomes and non-adherence to legislative and policy mandates.

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.

Conclusion

During the period under review, the department by way of its risk management governance structure, focused primarily on risk relating to business continuity. The pandemic impacted the achievement of the main objectives and having reviewed the strategic risks on a continuous basis, allowed management to mitigate certain risks. 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.

3. Fraud and Corruption

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

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

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

Various channels for reporting allegations of fraud, theft and corruption exist and these are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy and the Departmental Fraud and Corruption Prevention Plan. Each allegation received by the Provincial Forensic Services (PFS) Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and to generate statistics for the WCG and the Department.

Employees and workers who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e. meets statutory requirements of the Protected Disclosures Act, No. 26 of 2000 e.g. if the disclosure was made in good faith). The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated in the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and, should they do so in person, their identities are kept confidential by the person to whom they are reporting.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. The WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where prima facie evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Service.

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

Cases	Number of cases
Open cases as at 1 April 2022	7
New cases (2022/23)	12
Closed cases (2022/23)	(10)
Open cases as at 31 March 2023	9

The following table further analyses the closed cases indicated above:

Nature and investigation outcome of the closed cases
In 1 case the allegations of fraud, irregularity and non-compliance were substantiated (the matter was reported to the SAPS).
In 1 case the allegations of fraud, irregularity, non-compliance and other were substantiated (a case had already been reported to SAPS).
In 1 case the allegations of fraud, irregularity and other were substantiated (the matter was reported to SAPS).
In 1 case the allegations of fraud, irregularity and theft were substantiated (the matter was reported to SAPS).
In 2 cases the allegations of irregularities and non-compliance were substantiated.
In 1 case the matter was closed as the matter was already under investigation by SAPS.
In 1 case the investigation was concluded with other findings and recommendations were made.
In 2 cases the investigations were concluded with no adverse findings.

4. Minimising Conflict of Interest

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

5. Code of Conduct

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

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.

6. Health Safety and Environmental Issues

Safety of learners and teachers at schools is a major challenge and the Department has formed partnerships with other relevant provincial departments to deal with the issue. 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.

7. Scopa Resolutions

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
9.3.2	Page: 55 of the Annual Report. Headings: "Reporting on the Institutional Response to the COVID-19 Pandemic" Description: The Committee notes the Department implemented specific posters and advocacy campaigns in order to reduce the impact of the pandemic on learner attrition by providing nutritional meals to learners within the parameters of the National School Nutritional Programme (NSNP) conditional grant.	That the Department and AGSA brief the Public Accounts Committee on the spend and impact of the NSNP, including how the other provinces in South Africa spent and reported on the impact of this programme.	The Department briefed the Committee on 7 June 2023.	Yes
9.3.3	Page: 145 of the Annual Report. Headings: "Finding on compliance with key legislation relating to performance" Description: The Committee notes the audit findings of the Department by the Auditor-General of South Africa under Programme 2 –Public Ordinary School Education. PPM 208: Percentage of learners with English first additional language (EFAL) and Mathematics textbooks in Grades 3, 6, 9 and 12. An achievement of 87,4% was reported against a target of 60% in the annual performance report. However, the supporting evidence provided materially differed from the reported achievement.	That the Department and AGSA brief the Public Accounts Committee on how it and the Auditor-General of South Africa will deal with the audit findings in order to mitigate a future recurrence. The Committee also requests that the AGSA present on any similar audit findings from the Departments of Education in the 8 provinces in South Africa.	The Department briefed the Committee on 7 June 2023.	Yes

List of Information Requested

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

- 9.4.1 A Report on the 9 cases of fraud and irregularities, including the 2 cases with no adverse findings with recommendations with reference to the 2021/22 the Annual Report.
- 9.4.2. A Report on the Transfer Payment: COVID-19 Response in light of the implementation of the recommendations of the Special Investigation Unit, as referenced on page with reference to the 2021/22 the Annual Report.
- 9.4.3. A Report which provides reasons for the overpayments of salaries of as indicated in the 2021/22 Annual Report.
- 9.4.4. A Report on which schools have IT connectivity and accessibility in the Western Cape and which schools does not; including presenting a plan which will assist all schools to be accessible to the internet.
- 9.4.5. A report on the costs appropriated by the Department to stabilise Heathfield High School in light of the public saga of the removal of the Principal.

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
POI 208: Percentage of learners with textbooks in every subject in every grade achievement not reported	2021/22	<ul style="list-style-type: none"> The CEMIS system was updated to prepare regular, accurate and complete textbook reports. A Textbook Retrieval and Retention Management Plan was developed for schools. Circular 28/2020 was forwarded to schools to guide schools in the management of textbooks. A school LTSM Standard Operational Procedures was developed.
Misstatement of POI 201 Percentage of learners retained in the school system from Grades 10-12	2021/22	Purpose and method of calculation were revised to remove ambiguity, misinterpretations and to address misstatements that was reported.

8. 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 and to report possible irregular, fruitless and wasteful 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.

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 processes including the rolling-out of departmental Operational Risk Registers. Co-ordinated risk awareness training and participated in risks workshops. Collaborated with Internal Audit by providing inputs and information to address the departmental risks. Collaborated with ERM by providing inputs and 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.

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.

9. 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 six assurance engagements, one transversal engagement and four follow up audits. 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, Fraud and Corruption

The table below discloses relevant information on the Audit Committee members:

Name	Qualifications	Internal or External – external	If internal, position in the Department – Not applicable	Date appointed	Date Resigned	Meetings attended
Mr N Buick (Chairperson)	CA (SA); BCom, CTA,			01 January 2020 (2nd term)	31 December 2022 (contract expired)	4
Mr R Najjaar (Chairperson from 1 January 2023)	CA (USA); BCompt Honours			1 January 2021 (1st term)	N/a	6
Ms M Kinnes	BA LLB; Certificate Forensic Examination; Attorney of the High Court of SA.			01 January 2020 (2nd term)	31 December 2022 (contract expired)	4
Ms L Tromp	MBA; BCom Honours; BTech Internal Audit			1 January 2021 (1st term)	N/a	6
Mr A Davids	BCom; ACG(CS); BA(SA)			01 January 2023 (1st term)	N/a	2
Mr S Ndwandwa	BCom; BCom Honours; CA (SA); MPhil			01 January 2023 (1st term)	N/a	

10. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2023.

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:

- DPSA Delegations Framework
- Knowledge and Information Management
- e-Portal
- Internal Control Unit Review
- Education Infrastructure Grant
- Transfer Payments – Collaboration Schools

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.

In-Year Management and Monthly/Quarterly Report

The Audit Committee critically 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:

- Provided independent oversight of the department's system of risk management; and
- Reviews and comments on the quarterly ERM progress reports and risk registers received from various role players.
- Requested that management presents the ICT governance matters on an ongoing basis going forward.
- The Audit Committee noted Management's acceptance of ownership of the risks approach and the willingness to promote a risk culture within the Department.

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 and supported the process in an objective manner.

The Audit Committee commends the Department on the improvement in the quality of the financial statements submitted for audit.

Compliance

The Audit Committee has noted the quarterly reports listing changes to legislation and circulars issued.

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 improvements and placed emphasis on documentary support of performance information. The Audit Committee will continue to monitor the progress on an ongoing basis.

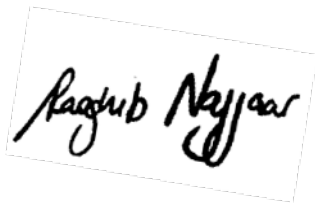
Auditor General's Report

The Audit Committee has:

- reviewed the Auditor-General's Management Report and management has committed to addressing the issues raised in the report.
- reviewed the Department's implementation plan for audit issues raised by the Auditor-General in the prior year; and
- has met with the Auditor General and management who confirmed 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 AGSA's opinion regarding the Annual Financial Statements and proposes that these Audited Statements be accepted and read together with their report.

A handwritten signature in black ink, reading 'Raaghib Najjaar', is enclosed in a thin black rectangular border. The signature is written in a cursive, flowing style.

Mr Raaghib Najjaar
Chairperson of the Education Audit Committee
Date: 17/08/2023

11. B-BBEE Compliance Performance Information

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

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?	No	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	Western Cape Education Department Accounting Officer's System (AOS) for Part A - Supply Chain Management and moveable asset management is attached
Determining qualification criteria for the sale of state-owned enterprises?	No	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?	No	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?	No	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),
Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993),
Constitution of the Republic of South Africa, 1996,
Criminal Law (Sexual Offences and Related Matters) Amendment Act, Amendment Act 2021 (Act 13 of 2021),
Employment Equity Act, 1998 (Act 55 of 1998),
Employment of Educators Act, 1998 (Act 76 of 1998),
Government Employees Pension Law, 1996 (Proclamation 21 of 1996),
Labour Relations Act, 1995 (Act 66 of 1995),
Occupational Health and Safety Act, 1993 (Act 85 of 1993),
Personnel Administrative Measures (PAM, July 2022),
Promotion of Access to Information Act, 2000 (Act 2 of 2000),
Promotion of Administrative Justice Act, 2000 (Act 3 of 2000),
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000),
Public Service Act, 2016,
Skills Development Act, 1998 (Act 97 of 1998).

2. Introduction

Overview of People Management matters at the Department

The 2023 educator basket of posts consultation meetings were held on 19 July 2022 between the Minister for Education in the Western Cape, School Governing Body Associations (SGBA) and Unions. In addition, on 5 August 2022, consultations were held between the Head of Department, SGBAs and Unions. Focus areas remain on the Foundation Phase; responding to the ongoing growth in learner numbers, addressing inequalities, reduction in curriculum extensions (especially Grade 10-12 subjects), Specialised Education and Science, Technology, Engineering, Arts, Mathematics, Agriculture and Coding (STEAMAC).

The following table provides the post allocations for 2011 to 2022:
History of Post Allocations Academic Year Posts Allocated

Year	Basket growth	Year	Basket growth
2016	32 039	2020	33 865
2017	32 320	2021	34 384
2018	32 894	2022	35 274
2019	33 436	2023	36 417

The department provided the 2023 school staff establishments on 26 August 2022. This enabled schools to commence timeously with their planning for 2023 and created sufficient opportunity for schools to appeal for more posts where necessary.

In 2022, the WCED issued three scheduled vacancy lists for educators as well as one special vacancy list for Principal posts, 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 a special vacancy list and prioritised to ensure swift processing of the applications. Enhancements to the E-Recruitment System automated the majority of manual processes and steps during the selection phase and enhanced response times.

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. During the reporting year, a 100% compliance in respect of the inclusion of the CBA as part of the Recruitment and Selection process in respect of Principal and Deputy Principal posts were reported. 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, and 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 1 998 PL1 teachers for the period 01 January 2022 – 31 December 2022.

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 well as making available substitutes for teachers on long-term incapacity leave. 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.

Training of Managers, newly appointed Principals and School Management Teams on the Management of Leave and Chronic Absenteeism has gained traction during this period. Referrals to the Employee Wellness Programme to further support employees with psycho-social interventions is also being utilised in order to address mental wellbeing.

The Department appointed 344 out of 587 Funza Lushaka bursary holders that completed their studies in 2021/2022 and appointed within 6 months after completing their qualifications and eligible to be employed in the 2023 academic year.

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. The allocation of performance bonuses has been terminated for Public Service Staff as per the Performance Policy amendment by the Department of Public Service and Administration

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 various communication platforms. The aim of these awareness days is to promote healthy lifestyles and raise the profile of services which the WCED offers to its employees.

During the reporting period, sixty-four (64) psycho-social training interventions were arranged, reaching two thousand three hundred and seventy-nine (2379) employees; one thousand two hundred (1200) individual counselling sessions took place; and thirty-four (34) Trauma debriefing sessions were conducted which reached a total of four hundred and twenty-five (425) employees.

Achievements and challenges

The department provided the 2023 school staff establishments on 26 August 2022. This enabled schools to commence timeously with their planning for 2023 and created sufficient opportunity for schools to appeal for more posts where necessary.

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.

The department once again managed to maintain labour peace and stability within the education fraternity during a very challenging year. This was made possible through collaborative engagements and partnerships with all education stakeholders via well-established platforms.

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 2022 to 31 March 2023

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	1 456 507	1 060 845	3 677	-	3.77	541.25	1 960
Programme 2	20 004 427	17 012 496	22 460	-	60.48	431.86	39 394
Programme 3	143 544	-	-	-	0.00	-	0
Programme 4	1 507 392	1 206 409	-	-	4.29	416.15	2 899
Programme 5	986 010	117 705	-	-	0.42	204.70	575
Programme 6 *	2 539 794	27 595	-	-	0.10	627.16	44

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 7	1 491 257	222 140**	11 295	-	0.79	480.82	462
		231 783***		-	0.82	-	
Total	28 128 931	19 878 973	37 432	-	70.67	438.50	45 334

Notes:
 * Programme 6 includes Occupation Specific Dispensation (OSD) posts, which is largely funded through the DORA budget allocation.
 ** The personnel expenditure in respect of Programme 7 (Examination and Education-Related Services) amounting to R222 140 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 R231 783 million reflects the amount in respect of the expenditure of Examiners/Moderators/Markers and temporary administrative support staff.

Table 3.1.2 Personnel costs by salary band for the period 1 April 2022 to 31 March 2023

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	Number of employees
Lower skilled (Levels 1-2)	620 736	3.11	169.37	3 665
Skilled (level 3-5)	1 194 832	5.99	267.12	4 473
Highly skilled production (levels 6-8)	13 004 487	65.18	435.43	29 866
Highly skilled supervision (levels 9-12)	5 069 746	25.41	695.92	7 285
Senior and Top management (levels 13-16)	61 688	0.31	1 370.84	45
Total	19 951 489	100.00	440.10	45 334

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 2022 to 31 March 2023

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	774 693	3.88	10 352	0.05	28 152	0.14	59 828	0.30
Programme 2	11 977 825	60.03	149	0.00	351 707	1.76	779 645	3.91
Programme 3	-	0.00	-	0.00	-	0.00	-	0.00
Programme 4	837 104	4.20	-	0.00	29 365	0.15	63 441	0.32
Programme 5	67 392	0.34	4	0.00	1 216	0.01	2 578	0.01
Programme 6	16 285	0.08	13	0.00	365	0.00	918	0.00
Programme 7	303 258	1.52	2 486	0.01	9 164	0.05	20 444	0.10
Total	13 976 557	70.05	13 004	0.07	419 969	2.10	926 854	4.65

Table 3.1.4 Salaries, Overtime, Homeowners Allowance and Medical Aid by salary band for the period 1 April 2022 to 31 March 2023

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)	400 863	2.01	172	0.00	25 586	0.13	33 569	0.17
Skilled (level 3-5)	785 366	3.94	3 990	0.02	49 299	0.25	88 702	0.44
Highly skilled production (levels 6-8)	9 128 128	45.75	6 971	0.03	244 171	1.22	580 303	2.91
Highly skilled supervision (levels 9-12)	3 621 248	18.15	1 869	0.01	100 780	0.51	223 894	1.12
Senior management (level 13-16)	40 952	0.21	2	0.00	133	0.00	386	0.00
Total	13 976 557	70.05	13 004	0.07	419 969	2.10	926 854	4.65

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 2023

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	2 179	6	1 943	10.83	17	1 960
	Programme 2	39 572	0	39 320	0.64	74	39 394
	Programme 4	2 999	0	2 883	3.87	16	2 899
	Programme 5	655	0	574	12.37	1	575
	Programme 6	51	0	41	19.61	3	44
	Programme 7	404	1	460	0.00	2	462
	Total	45860***	7	45 221	1.39****	113	45 334

Personnel Group	Programme	Number of funded posts	Unfunded posts	Number of Posts Filled	Vacancy Rate (%)	Number of persons additional to the establishment	Total number of employees
Educators	Programme 1	583	1	566	2.92	11	577
	Programme 2	32 872	0	32 794	0.24	25	32 819
	Programme 4	2 043	0	1 955	4.31	2	1 957
	Programme 5	654	0	574	12.23	1	575**
	Programme 6	6	0	5	16.67	0	5
	Programme 7	160	0	177	0.00	2	179
	Total	36 318	1	36 071	0.68	41*	36 112
Public Service Personnel	Programme 1	1 596	5	1 377	13.72	6	1 383
	Programme 2	6 700	0	6 526	2.60	49	6 575
	Programme 4	956	0	928	2.93	14	942
	Programme 5	1	0	0	100.00	0	0
	Programme 6	45	0	36	20.00	3	39
	Programme 7	244	1	283	0.00	0	283
	Total	9 542	6	9 150	4.11	72	9 222

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: This figure includes the Directorate: Early Childhood Development, which was moved from the Department of Social Services to the Western Cape Education Department, with effect from 1 April 2022.

575 Educators in Programme 5 are Pre-Primary Personnel, inclusive of 561 Grade R Practitioners. These personnel are carried in additional posts.

*** Included in the Funded Posts are Temporary Posts for Interns (previously reported as Abnormal Appointments).

****In 2021/22 the vacancy rate was 0.45%, however, this figure has increased by 0.96% in the 2022/23 reporting period. This could be attributed to the additional Grade R Practitioner posts in Programme 5, as well as the additional 1 143 Post Level 1 educator posts that was added to the basket.

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2023

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)	3 783	0	3 922	0.00	28	3 950
	Skilled (Levels 3-5)	4 546	3	4 154	8.62	38	4 192
	Highly skilled production (Levels 6-8)	7 865	3	10 232	0.00	16	10 248
	Highly skilled supervision (Levels 9-12)	29 618	1	26 869	9.28	30	26 899
	Senior Management (Levels 13-16)	48	0	44	8.33	1	45
	Total	45 860	7	45 221	1.39	113	45 334
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	7	0	54**	0.00	0	54**
	Highly skilled production (Levels 6-8)	6 995	0	9 408	0.00	14	9 422
	Highly skilled supervision (Levels 9-12)	29 316	1	26 609	9.23	27	26 636
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	Total	36 318	1	36 071	0.68*	41	36 112

Personnel Group	Salary Band	Number of funded posts	Unfunded Posts	Number of Posts Filled	Vacancy Rate %	Number of persons additional to the establishment	Total number of employees
Public Service Personnel	Lower Skilled (Levels 1-2)	3 783	0	3 922	0.00	28	3 950
	Skilled (Levels 3-5)	4 539	3	4 100	9.67	38	4 138
	Highly skilled production (Levels 6-8)	870	3	824	5.29	2	826
	Highly skilled supervision (Levels 9-12)	302	0	260	13.91	3	263
	Senior Management (Levels 13-16)	48	0	44	8.33	1	45
	Total	9 542	6	9 150	4.11	72	9 222

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 54 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. This figure has drastically decreased (by 730) from the previous reporting period. This could largely be attributed to the process of Conversions and more educators gaining qualifications.

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2023

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

3.3 Filling of SMS Posts

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

Table 3.3.1 SMS post information as on 31 March 2023

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	8	0	7	87.50	1	12.50
Salary Level 13	35*	1**	32	91.42	3	8.57
Total	48	1	44	92.67	4	8.33

Note: *Includes one (1) Ministerial post. **One (1) SMS member carried in excess.

Table 3.3.2 SMS post information as on 30 September 2022

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	8	0	7	87.50	1	12.50
Salary Level 13	35*	1**	32	91.42	3	8.57
Total	48	1	44	92.67	4	8.33
Note: *Includes one (1) Ministerial post. **One (1) SMS member carried in excess.						

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2022 to 31 March 2023

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	1	0	0
Salary Level 14	1	0	0
Salary Level 13	3	0	1
Total	4	0	1

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2022 to 31 March 2023

Reasons for vacancies not advertised within six months
The post of Director: Quality Assurance is currently under review.
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 2022 to 31 March 2023

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 2022 to 31 March 2023

Salary Band	Number of funded posts	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)	3 783	0	0	0	0.00	0	0.00
Skilled (Levels 3-5)	4 546	1 349	29.67	1 349	29.67	0	0.00
Highly skilled production (Levels 6-8)	7 865	3	0.04	1	0.01	0	0.00
Highly skilled supervision (Levels 9-12)	29 618	0	0	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	35	0	0	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	8	0	0	0	0.00	0	0.00
Senior Management Service Band C (Level 15)	4	0	0	0	0.00	0	0.00
Senior Management Service Band D (Level 16)	1	0	0	0	0.00	0	0.00
Total	45 860	1 352	2.95	1 350	2.94	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 2022 to 31 March 2023

Gender	African	Coloured	Indian	White	Total
Female	19	67	0	2	88
Male	116	529	0	55	700
Total	135	596	0	57	788
Employees with a disability					0
Note: A total of 1 352 posts were subjected to job evaluation. A total of 1098 employee salaries were to be upgraded as per the job evaluation results. As at 31 March 2023 a total of 782 employee salaries were upgraded following verification of their performance over a period of 12 months. A total of 310 employee salaries could not be processed by 31 March 2023 and will be concluded in the 2023/2024 cycle					

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 2022 to 31 March 2023

Total number of employees whose salaries exceeded the grades determined 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 2022 to 31 March 2023

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					0

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 2022 to 31 March 2023

Personnel Group	Salary Band	Number of employees per bands on 31 March 2022	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)	3 391	961	0	961	654	0	654	9.05
	Skilled (Levels 3-5)	4 882	1 806	20	1 826	1 657	7	1 664	3.32
	Highly skilled production (Levels 6-8)	27 410	13 396	38	13 434	10 864	58	10 922	9.16
	Highly skilled supervision (Levels 9-12)	7 639	335	20	355	1 080	16	1 096	0.00
	Senior Management Service Band A (Level 13)	28	2	0	2	3	0	3	0.00
	Senior Management Service Band B (Level 14)	6	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	1	0	1	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	43 360	16 500	78	16 578	14 259	81	14 340	5.16

Personnel Group	Salary Band	Number of employees per band as on 31 March 2022	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turnover rate %
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	709	950	0	950	896	0	896	7.62
	Highly skilled production (Levels 6-8)	26 384	13 253	12	13 265	10 667	42	10 709	9.69
	Highly skilled super-vision (Levels 9-12)	7 413	311	2	313	1 056	13	1 069	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	34 506	14 514	14	14 528	12 619	55	12 674	5.37
Public Service	Lower skilled (Levels 1-2)	3 391	961	0	961	654	0	654	9.05
	Skilled (Levels 3-5)	4 173	856	20	876	761	7	768	2.59
	Highly skilled production (Levels 6-8)	1 026	143	26	169	197	16	213	0.00
	Highly skilled supervision (Levels 9-12)	226	24	18	42	24	3	27	6.64
	Senior Management Service Band A (Level 13)	28	2	0	2	3	0	3	0.00
	Senior Management Service Band B (Level 14)	6	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	3	0	0	0	1	0	1	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	8 854	1 986	64	2 050	1 640	26	1 666	4.35

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 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.

*The Turnover Rate for 2022/23 has increased by 1.94% compared to the 2021/22 reporting period. This could be attributed to an increase in the number of employees who have ended contracts and/or an increase in the number of Resignations. The main age group with an increased number of Resignations is the 25-29-year age category. The main reason for Resignations in this category is resigning of positions (i.e.: when promoted, employees resign from the current post and are re-appointed into the promotion post, instead of simply being promoted into the new post. There are financial benefits associated with this practice). In addition, others leave because they have found another occupation or due to the nature of their work.

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2022 to 31 March 2023

Critical occupation	Number of employees at beginning of period-April 2022	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 2022 to 31 March 2023

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 2021	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2021	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees as at 31 March 2021
Death / Demise	134	0.94	0.30	89	0.71	0.25	45	2.74	0.49
Resignation	1 343	9.42	2.96	1 095	8.68	3.03	248	15.12	2.69
Expiry of contract	11 546	80.97	25.47	10 483	83.07	29.03	1 063	64.82	11.53
Dismissal - operational changes	2	0.01	0.00	1	0.01	0.00	1	0.06	0.01
Dismissal - misconduct	57	0.40	0.13	34	0.27	0.09	23	1.40	0.25
Dismissal - inefficiency	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Discharged due to ill-health	61	0.43	0.13	47	0.37	0.13	14	0.85	0.15
Discharged - incapacity	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Retirement	1 116	7.83	2.46	870	6.89	2.41	246	15.00	2.67
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	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Total	14 259	100.00	31.45	12 619	100.00	34.94	1 640	100.00	17.78

Note: *In comparison to the 2021/22 reporting cycle, there were 1 315 more employees leaving the department in 2022/23. This could mainly be attributed to (1) an increase in the expiration of contracts or (2) an increase in the number of Resignations. The main reason for Resignations is resigning the position, which is when employees are promoted, but opt to resign and then be re-appointed in the promotion post. This is due to the financial benefit related to this option. The age category with the highest number of Resignations is 25-29 years old.

Table 3.5.3.2 Reasons why staff resigned, 1 April 2022 to 31 March 2023

Termination type	All Personnel		Educators		Public Service	
	Number	% of Total Exits	Number	% of Total Exits	Number	% of Total Exits
Age	7	0.52	6	0.55	1	0.40
Bad health	16	1.19	16	1.46	0	0.00
better remuneration	36	2.68	30	2.74	6	2.42
Contract expired	1	0.07	1	0.09	0	0.00
Domestic problems	2	0.15	2	0.18	0	0.00
Emigration	39	2.90	39	3.56	0	0.00
Further studies	6	0.45	5	0.46	1	0.40
Housewife	0	0.00	0	0.0	0	0.00
Marriage	0	0.00	0	0.00	0	0.00
Nature of work	76	5.66	70	6.39	6	2.42
No reason	99	7.37	90	8.22	9	3.63
Non-teaching post	1	0.07	1	0.09	0	0.00
Other education dept	1	0.07	1	0.09	0	0.00
Other occupation	184	13.70	100	9.13	84	33.87
Own business	4	0.30	2	0.18	2	0.81

Termination type	All Personnel		Educators		Public Service	
	Number	% of Total Exits	Number	% of Total Exits	Number	% of Total Exits
Personal grievances	42	3.13	41	3.74	1	0.4
Resigning of position	828	61.65	690	63.01	138	55.65
Transfer other system	0	0.0	0	0.00	0	0.00
Transfer (spouse)	0	0.00	0	0.00	0	0.00
Translation to permanent	1	0.07	1	0.09	0	0.00
Total	1343	100.00	1095	100.00	248	100.00
Note: In comparison to 2021/22 there were 404 more resignations in the 2022/23 reporting period. The following categories reflect higher numbers as reasons why staff resigned: Resigning a position (i.e. employees receive a promotion but opt to resign and be re-appointed rather than promoted), pursuing other occupations, the nature of their work and emigration).						

Table 3.5.3.3 Age groups of staff who resigned, 1 April 2022 to 31 March 2023

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 <	2	0.15	0	0.00	2	0.81
Ages 20 to 24	45	3.35	36	3.29	9	3.63
Ages 25 to 29	339	25.24	294	26.85	45	18.15
Ages 30 to 34	272	20.25	231	21.10	41	16.53
Ages 35 to 39	163	12.14	131	11.96	32	12.90
Ages 40 to 44	92	6.85	65	5.94	27	10.89
Ages 45 to 49	77	5.73	60	5.48	17	6.85
Ages 50 to 54	124	9.23	95	8.68	29	11.69
Ages 55 to 59	123	9.16	98	8.95	25	10.0
Ages 60 to 64	104	7.74	84	7.67	20	8.06
Ages 65 >	2	0.15	1	0.09	1	0.40
Total	1 343	100.00	1 095	100.00	248	100.00
Note: There has been a significant increase in the number of employees who resigned from the department during the 2022/23 reporting period, the age group most at risk is the 25 – 29 years group. In 2021/22 this figure was 179 (19.06%). It is closely followed by the age group 30-34. In the age group 55+ the number of resignations has also steadily increased, alluding to financial benefits not received with retirement. * Top 3 reasons for resigning in the 34 and under (youth) age category are: Resigning of position; Other occupation; Nature of work						

Table 3.5.3.4 Granting of employee-initiated severance packages: 1 April 2022 to 31 March 2023

Total number of employee-initiated severance packages in 2022/ 2023	0
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Table 3.5.4 Promotions by critical occupation for the period 1 April 2022 to 31 March 2023

Occupation	Employees 1 April 2022	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 2022 to 31 March 2023

Personnel Group	Salary Band	Employees as at 31/3/2022	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)	3 391	11	0.32	2 500	73.72
	Skilled (Levels 3-5)	4 878	853	17.49	3 159	64.76
	Highly skilled production (Levels 6-8)	27 409	599	2.19	19 607	71.53
	Highly skilled supervision (Levels 9-12)	7 639	734	9.61	6 216	81.37
	Senior management (Levels 13-16)	43	3	6.98	19	44.19
	Total	43 360	2 200	5.07	31 501	72.65
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	709	1	0.14	77	10.86
	Highly skilled production (Levels 6-8)	26 384	545	2.07	19 105	72.41
	Highly skilled supervision (Levels 9-12)	7 413	704	9.50	6 054	81.67
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00
	Total	34 506	1 250	3.62	25 236	73.14
Public service	Lower Skilled (Levels 1-2)	3 391	11	0.32	2 500	73.72
	Skilled (Levels 3-5)	4 169	852	20.44	3 082	73.93
	Highly skilled production (Levels 6-8)	1 025	54	5.27	502	48.98
	Highly skilled supervision (Levels 9-12)	226	30	13.27	162	71.68
	Senior Management (Levels 13-16)	43	3	6.98	19	44.19
	Total	8 854	950	10.73	6 265	70.76

Note: *This includes Occupation-Specific Dispensation (OSD) employees.

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 2023

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	7	2	1	0	1	0	1	0	0	12
Senior management (Level 13)	2	7	2	3	2	13	1	3	0	0	33
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	117	350	3	127	78	181	10	118	0	1	985
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	860	2 758	19	713	2 800	4 657	58	2 101	8	6	13 980
Semi-skilled and discretionary decision making (Levels 4-7)	1 947	3 654	12	705	4 528	11 294	77	3 488	56	36	25 797
Unskilled and defined decision making (Levels 1-3)	612	1 702	2	49	453	1 642	0	60	4	3	4 527
Total	3 538	8 478	40	1 598	7 861	17 788	146	5 771	68	46	45 334

Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2023

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)	1	1	0	0	1	1	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	3	3	0	1	3	5	0	2	0	0	17
Semi-skilled and discretionary decision making (Levels 4-7)	0	2	0	1	2	4	0	4	0	0	13
Unskilled and defined decision making (Levels 1-3)	0	2	0	0	1	4	0	0	0	0	7
Total	4	8	0	2	7	14	0	6	0	0	41

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

Table 3.6.3 Recruitment for the period 1 April 2022 to 31 March 2023

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	1	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	5	19	1	10	3	20	2	24	0	0	84
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	29	122	1	21	112	190	0	49	1	2	527
Semi-skilled and discretionary decision making (Levels 4-7)	972	1 801	10	318	2 717	6 065	28	1 744	110	44	13 809
Unskilled and defined decision making (Levels 1-3)	229	693	1	46	235	775	2	71	14	12	2 078
Total	1 235	2 635	13	395	3 067	7 051	32	1 889	125	58	16 500

Note: The total number of appointments include the renewal of contracts. In the 2021/22 reporting period there were 14 321 appointments reflected, however, in the 2022/23 reporting the number has increased to 16 500.
The number of appointments increased by 2 179 this reporting period. This could be attributed to an increase in additional posts for the Grade R project, an overall increase in Public Service posts, as well as the addition of 1 143 educator posts.

Table 3.6.4 Promotions for the period 1 April 2022 to 31 March 2023

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	2	0	0	0	0	0	0	0	0	2
Senior management (Level 13)	0	0	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	9	32	0	7	10	21	2	5	0	0	86
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	20	93	1	26	49	161	2	69	0	0	421
Semi-skilled and discretionary decision making (Levels 4-7)	130	537	0	54	32	103	0	3	0	0	859
Unskilled and defined decision making (Levels 1-3)	3	22	0	1	1	2	0	0	0	0	29
Total	162	686	1	88	92	288	4	77	0	0	1 398

Table 3.6.5 Terminations for the period 1 April 2022 to 31 March 2023

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	1	0	0	0	0	0	0	0	0	1
Senior management (Level 13)	0	0	0	0	1	1	0	1	0	0	3
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	16	88	1	24	6	40	2	34	0	1	212
Skilled technical and academically qualified workers, junior management, super-visors, foremen, and superintendents (Levels 8-10)	57	335	2	69	209	584	4	233	2	1	1 496
Semi-skilled and discretionary decision making (Levels 4-7)	699	1474	9	263	2140	4625	32	1389	117	46	1 0794
Unskilled and defined decision making (Levels 1-3)	142	601	0	45	172	711	1	60	8	13	1 753
Total	914	2 499	12	401	2 528	5 961	39	1 717	127	61	14 259

Table 3.6.6 Disciplinary action for the period 1 April 2022 to 31 March 2023

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	37	80	1	6	18	46	0	1	189*
Note: * In comparison to 2021/2022, 42 less cases were dealt with at hearings. However, there was an increase in the number of cases (57) that were reported and finalised. Refer to table 3.12.3 for details									

Table 3.6.7 Skills development for the period 1 April 2022 to 31 March 2023

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)	414	3 473	123	3 250	548	2 949	51	1 156	11 964*
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	1 347	3 296	48	3 280	3 072	7 028	91	3 094	21 256
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	19	52	0	5	36	76	0	10	198
Semi-skilled and discretionary decision making (Levels 4-7)	110	217	0	8	168	365	8	57	933
Unskilled and defined decision making (Levels 1-3)	35	80	0	3	28	56	0	12	214
Grand Total	1 925	7 118	171	6 546	3 852	10 474	150	4 329	34 565

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 code classification is classified into 8 major groups, one of them being Managers, irrespective of salary levels and includes Top Management. 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

*This figure increased in 2022/23 due to the addition of the CD: Districts training plans, which were added after the approval of the training plans.

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 2022

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	8	7	7	100.00
Salary Level 13	35	32	32	100.00
Total	48	44	44	100.00

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2022

Reasons
The below SMS posts were vacant for this reporting period:
<ul style="list-style-type: none"> • 1 Director: Quality Assurance • 1 Director: Early Childhood Development • 1 Director: Assessment Management • 1 Chief Director: Curriculum Management & Teacher Development

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2022

Reasons
Not applicable

Performance Rewards

To encourage good performance, the department has granted the following performance rewards, allocated to personnel for the performance period 2014/15, but paid during the year under review. The information is presented in terms of race, gender and disability (Table 3.8.3) and salary bands (Table 3.8.4).

Table 3.8.1 Notch progressions by salary band, 1 April 2022 to 31 March 2023

Salary Band	Employees as at 31 March 2022	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 391	2 500	73.72
Skilled (Levels 3-5)	4 878	3 159	64.76
Highly skilled production (Levels 6-8)	27 409	19 607	71.53
Highly skilled supervision (Levels 9-12)	7 639	6 216	81.37
Senior management (Levels 13-16)	43	19	44.19
Total	43 360	31 501	72.65
Employees received a Cost of Living Adjustment, but not Pay Progression. *This includes Occupation-Specific Dispensation (OSD) employees.			

Table 3.8.2 Notch progressions by critical occupation, 1 April 2022 to 31 March 2023

Critical Occupations	Employees as at 31 March 2022	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 2022 to 31 March 2023

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	1980	0	0	0
	Male	0	904	0	0	0
	Female	0	1076	0	0	0
	Coloured	0	6183	0	0	0
	Male	0	2655	0	0	0
	Female	0	3528	0	0	0
	Indian	0	23	0	0	0
	Male	0	8	0	0	0
	Female	0	15	0	0	0
	White	0	649	0	0	0
	Male	0	140	0	0	0
	Female	0	509	0	0	0
	Disabled	0	19	0	0	0
Grand Total		0	8854	0	0	0

Note: The allocation of performance bonuses has been terminated for Public Service Staff as per Performance Policy amendment of the Department of Public Service and Administration and applied nationally.

Table 3.8.4 Performance Rewards by salary band for personnel below Senior Management Service for the period 1 April 2022 to 31 March 2023

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	3 391	0	0	0	0
	Skilled (Levels 3-5)	0	4 878	0	0	0	0
	Highly skilled production (Levels 6-8)	0	27 409	0	0	0	0
	Highly skilled supervision (Levels 9-12)	0	7 639	0	0	0	0
	Total	0	43 317	0	0	0	0
Educators	Lower Skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	0	709	0	0	0	0
	Highly skilled production (Levels 6-8)	0	26 384	0	0	0	0
	Highly skilled supervision (Levels 9-12)	0	7 413	0	0	0	0
	Total	0	34 506	0	0	0	0

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
Public Service	Lower Skilled (Levels 1-2)	0	3 391	0	0	0	0
	Skilled (Levels 3-5)	0	4 169	0	0	0	0
	Highly skilled production (Levels 6-8)	0	1 025	0	0	0	0
	Highly skilled supervision (Levels 9-12)	0	226	0	0	0	0
	Total	0	8 811	0	0	0	0
Note: The allocation of performance bonuses has been terminated for Public Service Staff as per Performance Policy amendment of the Department of Public Service and Administration and applied nationally.							

Note: In terms of Section 7(3)(c)(iii) of the Public Service Act, 1994 and the revised Incentive Policy Framework, the allocation of performance bonuses has been eliminated. Subsequently, performance bonuses are no longer awarded to employees.

Table 3.8.5 Performance Rewards by critical occupation for the period 1 April 2022 to 31 March 2023

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 2022 to 31 March 2023

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	33	0	0	0	0
Senior Management Service Band B (Level 14)	0	7	0	0	0	0
Senior Management Service Band C (Level 15)	0	4	0	0	0	0
Senior Management Service Band D (Level 16)	0	1	0	0	0	0
Total	0	45	0	0	0	0
Note: The allocation of performance bonuses has been terminated for Public Service Staff as per Performance Policy amendment of the Department of Public Service and Administration and applied nationally						

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 2022 to 31 March 2023

Personnel Group	Salary Band	1 April 2022		31 March 2023		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Lower skilled (Levels 1-2)	2	1.61	2	1.75	0	0.00
	Skilled (Levels 3-5)	8	6.45	5	4.39	-3	30.00
	Highly skilled production (Levels 6-8)	109	87.90	102	89.47	-7	70.00
	Highly skilled supervision (Levels 9-12)	5	4.03	5	4.39	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	124	100.00	114	100.00	-10	100.00
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	7	5.83	5	4.50	-2	22.22
	Highly skilled production (Levels 6-8)	109	90.83	102	91.89	-7	77.78
	Highly skilled supervision (Levels 9-12)	4	3.33	4	3.60	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	120	100.00	111	100.00	-9	100.00
Public Service	Lower skilled (Levels 1-2)	2	50.00	2	66.67	0	0.00
	Skilled (Levels 3-5)	1	25.00	0	0.00	-1	100.00
	Highly skilled production (Levels 6-8)	0	0.00	0	0.00	0	0.00
	Highly skilled supervision (Levels 9-12)	1	25.00	1	33.33	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	Total	4	100.00	3	100.00	-1	100.00

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. 74 of the 114 employees are from Zimbabwe and due to legislative provisions, they are allowed to be employed in South Africa.

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2022 to 31 March 2023

	Major Occupation	31 March 2022		31 March 2023		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Labourers and related workers	101	81.45	92	80.70	-9	90.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	23	18.55	22	19.30	-1	10.00
	Total	124	100.00	114	100.00	-10	100.00
Educators	Labourers and related workers	98	81.67	90	81.08	-8	88.89
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	22	18.33	21	18.92	-1	11.11
	Total	120	100.00	111	100.00	-9	100.00

	Major Occupation	31 March 2022		31 March 2023		Change	
		Number	% of total	Number	% of total	Number	% of total
Public Service	Labourers and related workers	3	75.00	2	66.67	-1	100.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	1	25.00	1	33.33	0	0.00
	Total	4	100.00	3	100.00	-1	100.00
<p>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.</p> <p>74 of the 114 employees are from Zimbabwe and due to legislative provisions, they are allowed to be employed in South Africa.</p>							

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 2022 to 31 December 2022

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 (R000) on 261 days
All personnel	Lower skilled (Levels 1-2)	14 274	11 870	83.16	2 088	6.95	7	4	6 115
	Skilled (Levels 3-5)	26 085	21 905	83.98	3 116	10.38	8	6	17 356
	Highly skilled production (Levels 6-8)	153 563	126 281	82.23	19 649	65.45	8	5	187 730
	Highly skilled supervision (Levels 9-12)	49 926	42 763	85.65	5 131	17.09	10	7	91 731
	Senior Management (Levels 13-16)	340	305	89.71	38	0.13%	9	7	1 125
	Total	244 188	203 124	83.18	30 022	100.00	8	5	304 056
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	966	698	72.26	185	0.78	5	3	522
	Highly skilled production (Levels 6-8)	143 198	117 734	82.22	18 707	78.65	8	5	175 619
	Highly skilled supervision (Levels 9-12)	47 437	40 781	85.97	4 894	20.58	10	6	87 114
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	Total	191 601	159 213	83.10	23 786	100.00	8	5	263 254
Public service	Lower skilled (Levels 1-2)	14 274	11 870	83.16	2 088	33.48	7	4	6 115
	Skilled (Levels 3-5)	25 119	21 207	84.43	2 931	47.00	9	6	16 834
	Highly skilled production (Levels 6-8)	10 365	8 547	82.46	942	15.11	11	10	12 111
	Highly skilled supervision (Levels 9-12)	2 489	1 982	79.63	237	3.80	11	10	4 617
	Senior Management (Levels 13-16)	340	305	89.71	38	0.61	9	7	1 125
	Total	52 587	43 911	83.50	6 236	100.00	8	6	40 802

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

*This figure is higher than the 2022/22 reporting period due to it being the last year of the sick leave cycle, and because of COVID-19 infections (inclusive of Temporary Incapacity Leave).

Table 3.10.2 Incapacity leave (temporary and permanent) for the period 1 January 2022 to 31 December 2022

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)	667	665	100	19	4	35	0	298
	Skilled (Levels 3-5)	2 218	2 217	100	45	9	49	0	1 489
	Highly skilled production (Levels 6-8)	15 625	15 618	100	310	59	50	1	19 881
	Highly skilled supervision (Levels 9-12)	8 420	8 319	99	152	29	55	1	15 738
	Senior Management (Levels 13-16)	8	8	100	1	0	8	0	24
	Total	26 938	26 827	100	527	100	51	1	37 431
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0
	Skilled (Levels 3-5)	38	38	100	1	0	38	0	29
	Highly skilled production (Levels 6-8)	14 990	14 983	100	294	66	51	1	19 133
	Highly skilled supervision (Levels 9-12)	8 317	8 216	99	149	34	56	1	15 546
	Senior Management (Levels 13-16)	0	0	0	0	0	0	0	0
	Total	23 345	23 237	100	444	100	53	1	34 708
Public service	Lower skilled (Levels 1-2)	667	665	100	19	23	35	0	298
	Skilled (Levels 3-5)	2 180	2 179	100	44	53	50	1	1 460
	Highly skilled production (Levels 6-8)	635	635	100	16	19	40	1	749
	Highly skilled supervision (Levels 9-12)	103	103	100	3	4	34	0	192
	Senior Management (Levels 13-16)	8	8	100	1	1	8	0	24
	Total	3 593	3 590	100	83	100	43	0	2 722
Note: *There was a decrease in the utilisation of incapacity leave due to employees working from home and utilising leave for Comorbidities.									

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 2022 to 31 December 2022

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
All personnel	Lower skilled (Levels 1-2)	23 848	11	2 080
	Skilled (Levels 3-5)	37 516	13	2 918
	Highly skilled production (Levels 6-8)	20 914	19	1 104
	Highly skilled supervision (Levels 9-12)	24 333	20	1 240
	Senior Management (Levels 13-16)	1 235	26	48
	Total	107 846	15	7 390
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	5	5	1
	Highly skilled production (Levels 6-8)	296	3	115
	Highly skilled supervision (Levels 9-12)	17 861	18	979
	Senior Management (Levels 13-16)	0	0	0
	Total	18 162	17	1 095

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
Public service	Lower skilled (Levels 1-2)	23 848	11	2 080
	Skilled (Levels 3-5)	37 511	13	2 917
	Highly skilled production (Levels 6-8)	20 618	21	989
	Highly skilled supervision (Levels 9-12)	6 472	25	261
	Senior Management (Levels 13-16)	1 235	26	48
	Total	89 684	14	6 295
<p>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.</p> <p>All institution-based educators are regarded as being on annual leave during institution closure periods.</p> <p>The above table excludes Public Service employees who have taken 22 days during school holidays.</p> <p>*Employees used more annual leave during this reporting period. This could be attributed to the impact and implications of COVID-19 as employees prioritised self-care and time with family.</p>				

Table 3.10.4 Capped leave for the period 1 January 2022 to 31 December 2022

Group	Salary Band	Total capped leave available as at 24 December 2022	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 December 2022	Total capped leave available as at 24 December 2022
All personnel	Lower skilled (Levels 1-2)	142	4	1	4	7	80
	Skilled (Levels 3-5)	34 405	3 748	77	49	621	29 000
	Highly skilled production (Levels 6-8)	86 642	11 073	280	40	1 787	71 329
	Highly skilled supervision (Levels 9-12)	254 405	30 627	727	42	4 048	219 536
	Senior Management (Levels 13-16)	860	49	1	49	16	1 119
	Total	376 454	45 501	1 086	42	6 479	321 065
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	30	0	0	0	1	29
	Highly skilled production (Levels 6-8)	66 086	7576	218	35	1 463	55 137
	Highly skilled supervision (Levels 9-12)	250 834	30134	721	42	3 983	216 284
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	Total	316 950	37 710	939	40	5 447	271 451
Public service	Lower skilled (Levels 1-2)	142	4	1	4	7	80
	Skilled (Levels 3-5)	34 375	3 748	77	49	620	28 971
	Highly skilled production (Levels 6-8)	20 556	3 497	62	56	324	16 192
	Highly skilled supervision (Levels 9-12)	3 571	493	6	82	65	3 252
	Senior Management (Levels 13-16)	860	49	1	49	16	1 119
	Total	59 504	7 791	147	53	1 032	49 615

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 2022 to 31 March 2023

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs for 2022/23 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2022/23	68 406	686	100
Current leave pay-outs on termination of service 2022/23	33 234	334	100
Total	101 640	1 020	100
<i>Note:</i> A nett total of 334 employees received annual leave pay-outs. 155 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		<p>The Employee Health and Wellness Programme's objective is to address factors that impact on the personal health and wellbeing of employees that prevent them from performing at their optimal level.</p> <p>This programme has a major focus to minimize the factors impacting on employees' morale and performance. Factors, amongst others, relate to relationships (personal and at work), financial management, emotional stability, stress and anxiety, trauma, HIV prevalence, substance abuse, bereavement, suicide ideations, etc.</p> <p>This programme also addresses health and wellness issues of employees through the following aspects of consideration:</p> <ul style="list-style-type: none"> • Access to a 24-hour telephone counselling service • Communication and Advocacy Campaigns • Electronic Wellness Information Service (online portals) • Managerial EHW Advocacy Capacity Campaigns (inclusive of school management teams) • Psycho-Social Support Interventions • Face-to-face Counselling • Trauma and Critical Incident Counselling • Focused Employee Health and Wellness Awareness Days in districts <p>Ongoing information on health impacting diseases and the maintenance of a healthy lifestyle.</p>

Question	Yes	No	Details, if yes
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		During the reporting period, sixty-four (64) psycho-social training interventions were arranged, reaching two thousand three hundred and seventy-nine (2379) employees; one thousand two hundred (1200) individual counselling sessions took place; and thirty-four (34) Trauma debriefing sessions were conducted which reached a total of four hundred and twenty-five (425) employees.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		The Department has a PLIR and Wellness Task Team in place who meets on a quarterly basis, consisting of employee and employer representatives: Various representatives within the Chief Directorate: People Management Practices and union representatives from <ul style="list-style-type: none"> SADTU x 2; ATU x 2; NEHAWU x 1; PAWUSA x 1; PSA x1
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		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.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		The 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.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The EHW program offers voluntary counselling and testing services for HIV/AIDS on wellness days, alongside circulating regular information. Additionally, arrangements are made for HIV/AIDS testing, counselling, and dissemination of information on World AIDS Day.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		The following measures are in place: A service provider is in place to provide EHW services to employees Monthly, quarterly and annual reports presented to management through quarterly and annual meetings, for monitoring and evaluation purposes. Continuous promotion and advocacy of the EHW programme were conducted. Provision of various psycho-socio training to staff was offered.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.			The Employee Health and Wellness Programme's objective is 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.

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. (continued)	X		<p>This programme also addresses health and wellness issues of employees through the following aspects of consideration:</p> <ul style="list-style-type: none"> • Access to a 24-hour telephone counselling service • Communication and Advocacy Campaigns • Electronic Wellness Information Service (online portals) • Managerial EHW Advocacy Capacity Campaigns (inclusive of school management teams) • Psycho-Social Support Interventions • Face-to-face Counselling • Trauma and Critical Incident Counselling • Focused Employee Health and Wellness Awareness Days in districts <p>Ongoing information on health impacting diseases and the maintenance of a healthy lifestyle.</p>
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		<p>During the reporting period, sixty-four (64) psycho-social training interventions were arranged, reaching two thousand three hundred and seventy-nine (2379) employees; one thousand two hundred (1200) individual counselling sessions took place; and thirty-four (34) Trauma debriefing sessions were conducted which reached a total of four hundred and twenty-five (425) employees.</p>
<p>Other advocacy initiatives were promotion of EHW services to employees via Registry as well as Health bytes circulated by the EHW service provider to employees. The EHW team was tasked to arrange the Teacher Wellness Seminar, which was held virtually on MS Teams on Saturday, 29 October 2022, from 8:30 to 14:00 of which more than 250 employees were reached. The EHW Strategy was drafted and in consultation. Developed Employee Health and Wellness Operational Plans for 2022/2023, submitted 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 awareness; Team building; Conflict Resolution Training; Stress Management and burnout.</p>			

3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2022 to 31 March 2023

No collective agreements were concluded and signed internally at our Departmental consultation forums with Unions

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 2022 to 31 March 2023

Outcomes of disciplinary hearings	Number	% of total	Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	44	12.54	Fine	95	27.07
Verbal warning	0	0.00	Demotion	1	0.28
Written warning	2	0.57	Dismissal/ Abscondence	38	10.83
Final written warning	134	38.18	Not guilty	8	2.28
Suspension without pay	23	6.55	Case withdrawn	6	1.71
Subtotal	159	57.84	Subtotal	148	42.17
			Total	307	100%

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

*A combination of sanctions can be issued at the same time issued. E.g.: final written warning and a fine & counselling. This is the reason why the outcomes in Table 3.12.3 (182) are more than the types of misconduct addressed at hearings.

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2022 to 31 March 2023

Type of misconduct	Number	% of total
Theft, bribery, fraud or corruption in regard to examinations	11	6.04
Sexual assault on learner	5	2.75
Sexual assault on another employee	0	0.00
Sexual relationship with a learner of the same school	0	0.00
Serious assault with intent to cause grievous bodily harm to a learner or student	1	0.55
Serious assault with intent to cause grievous bodily harm to another employee	1	0.55
Illegal possession of an intoxicating illegal or stupefying substance	0	0.00
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	4	2.2
Wilfully or negligently mismanages the finances of the State	3	1.65
Misuse of state property	7	3.85
Unjustifiably prejudices the administration, discipline or efficiency of the Department	2	1.1
Misuses his or her position in the Department of Education to promote or prejudice the interest of any person	0	0.00
Accepts second employment and/or compensation without written approval from the Employer	0	0.00
Fails to carry out a lawful order and/or routine instruction	1	0.55
Absenteeism	8	4.4
Discrimination	0	0.00
Poor performance, for reasons other than incapacity	1	0.55
While on duty, is under the influence of an intoxicating substance	0	0.00
Improper, disgraceful and unacceptable conduct	25	13.74
Assaults, or attempt to or threatens to assault	97	53.3
Victimisation and/or intimidation	1	0.55
Give false statements or evidence in the execution of duties, and/or falsification of records	0	0.00
Unlawful industrial action	0	0.00
Common law or statutory offence (theft, fraud and corruption)	9	4.95
Dishonesty	6	3.3
Abscondment	7	3.70
Total	189	100.00
Note: The number of all reported and finalised cases dealt with for the period 1 April 2022 -31 March 2023 is 623. A total of 182 cases were referred for formal disciplinary hearings. 7 matters (abscondments) were dismissed due to operation of law. In comparison to 2021/2022, 42 less cases were dealt with at hearings. However, there was an increase in the number of cases (57) that were reported and finalised.		

Table 3.12.4 Grievances logged for the period 1 April 2022 to 31 March 2023

Grievances lodged	Number	% of Total
Number of grievances resolved	114	44.19
Number of grievances not resolved	144	55.81
Total number of grievances lodged	258	100.00
Note: Grievances lodged refers to cases that were finalised within the reporting period. * Line managers do not always attend to grievances within the prescribed timeframes.		

Table 3.12.5 Disputes lodged with Councils for the period 1 April 2022 to 31 March 2023

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	30	35.29
Number of disputes dismissed	55	64.71
Total number of disputes lodged	85	100.00
<p>Note: Councils refer to the Public Service Coordinating Bargaining Council (PSCBC), General Public Service Sector Bargaining Council (GPSSBC) and Education Labour Relations Council (ELRC). The dispute resolution is a process to resolve conflict that can happen in every workplace and employees have a right to follow said process.</p> <p>There is an increase of 15 cases in this reporting period. The majority of cases (32%) related to unfair labour practices (promotions), 23.5 % related to alleged unfair dismissals due to misconduct and 24.2% related to non-renewal of contracts. The rest were lodged for interpretations of collective agreements and discrimination.</p>		

Table 3.12.6 Strike actions for the period 1 April 2022 to 31 March 2023

Strike actions	Number
No. Strikes during this period	5
<p>Particulars of each strike are as follows: (1) 04 August 2022 (1 day) and 27 employees participated; (2) 24 August (1 day) and 196 employees participated; (3) 10 November 2022 with 0 employees participating; (4) 01 and 02 December 2022 (2 days) and 0 employees participated; and (5) 06 to 13 March 2023 (6 days) and 1 employee reportedly participated. Leave Without Pay (LWP) was implemented in respect on every day of each strike and the costs implications are R 193 303.00.</p>	

Table 3.12.7 Precautionary suspensions for the period 1 April 2022 to 31 March 2023

Precautionary suspensions	Number
Number of Public Servants suspended	3
Number of Educators suspended	11
Number of public servants whose suspension exceeded 30 days	1
Number of educators whose suspension exceeded 90 days	5
Average number of days suspended	88.29
Cost (R'000) of suspensions	R1 410 77.22
<p>Note: Precautionary suspensions refer to employees being suspended with pay, if the presence of the employee may jeopardise any investigation into the alleged misconduct or endanger the wellbeing or safety of any person at the workplace. Serious misconduct e.g. sexual assault warrants precautionary suspension.</p> <p>*The average number of days suspended decreased due to more efficient processes in the finalisation of serious cases of misconduct.</p> <p>** Hearings where learners are the victims/complainants are protracted due to the fact that they are not always psychological ready to testify. This is the reason for exceeding the respective 30 and 90 days.</p>	

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 2022 to 31 March 2023

Occupational Categories	Gender	Number of employees as of 1 April 2022	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	3 840	0	3 072	0	3 072
	Male	3 101	0	3 233	0	3 233
Professionals	Female	20 421	0	5 869	0	5 869
	Male	6 509	0	7 316	0	7 316
Technicians and associate professionals	Female	216	0	316	0	316
	Male	158	0	333	0	333
Clerks	Female	2 149	0	842	0	842
	Male	424	0	753	0	753
Service and sales workers	Female	0	0	11	0	11
	Male	0	0	9	0	9
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2 264	0	356	0	356
	Male	2 838	0	1 182	0	1 182
Sub Total	Female	28 890	0	10 466	0	10 466
	Male	13 030	0	12 826	0	12 826
Total		41 920	0	23 292	0	23 292*
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.

*During the 2022/23 reporting period, this figure decreased largely because the QMS system (used by Educators) does not make provision for the identification of training needs.

Table 3.13.2 Training provided for the period 1 April 2022 to 31 March 2023

Occupational Categories	Gender	Number of employees as at 31 March 2022	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	3 464	0	4 704	0	4 704
	Male	2 854	0	7 260	0	7 260
Professionals	Female	21 813	0	13 285	0	13 285
	Male	7 030	0	7 971	0	7 971
Technicians and associate professionals	Female	207	0	122	0	122
	Male	108	0	76	0	76
Clerks	Female	2 263	0	540	0	540
	Male	440	0	185	0	185
Service and sales workers	Female	1 002	0	58	0	58
	Male	255	0	150	0	150
Skilled agriculture and fishery workers, craft and related trades workers	Female	1	0	0	0	0
	Male	13	0	0	0	0
Plant and machine operators and assemblers	Female	1	0	0	0	0
	Male	18	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	1 325	0	96	0	96
	Male	2 618	0	118	0	118
Sub Total	Female	30 076	0	18 805	0	18 805
	Male	13 366	0	15 760	0	15 760
Total		43 442	0	34 565	0	34 565
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.
** The total number for training attended decreased by 1 567 compared to the previous reporting period.

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 2022 to 31 March 2023

	All Personnel				Education				Public Service		
	Nature of injury on duty	Nr	% of total		Nature of injury on duty	Nr	% of total		Nature of injury on duty	Nr	% of total
	Required basic medical attention only	80	57.97		Required basic medical attention only	45	58.44		Required basic medical attention only	35	57.38
	Ankle	10	7.25		Ankle	7			Ankle	3	4.92
	Back	13	9.42		Back	8			Back	5	8.20
	Breast	1	0.72		Breast	0			Breast	1	1.64
	Chest	2	1.45		Chest	1			Chest	1	1.64
	Eye	0	0.00		Eye	0			Eye	0	0.00
	Finger	3	2.17		Finger	2			Finger	1	1.64
	Foot	8	5.80		Foot	5			Foot	3	4.92
	Fracture	0	0.00		Fracture	0			Fracture	0	0.00
	Hand and Arm	14	10.14		Hand and Arm	2			Hand and Arm	12	19.67
	Head	3	2.17		Head	2			Head	1	1.64
	Knee	12	8.70		Knee	9			Knee	3	4.92
	Leg	4	2.90		Leg	2			Leg	2	3.28
	Neck	3	2.17		Neck	3			Neck	0	0.00
	Nose	0	0.00		Nose	0			Nose	0	0.00
	Shoulder	6	4.35		Shoulder	3			Shoulder	3	4.92
	Soft Tissue	1	0.72		Soft Tissue	1			Soft Tissue	0	0.00
	Toe	0	0.00		Toe	0			Toe	0	0.00
	Temporary disablement	58	42.03		Temporary disablement	32	41.56		Temporary disablement	26	42.62
	Foot	3	2.17		Foot	2	2.60		Foot	1	1.64
	Head	1	0.72		Head	0	0.00		Head	1	1.64
	Shoulder	4	2.90		Shoulder	2	2.60		Shoulder	2	3.28
	Chest	2	1.45		Chest	1	1.30		Chest	1	1.64
	Ankle	8	5.80		Ankle	6	7.79		Ankle	2	3.28
	Back	12	8.70		Back	6	7.79		Back	6	9.84
	Eye	0	0.00		Eye	0	0.00		Eye	0	0.00
	Finger	2	1.45		Finger	1	1.30		Finger	1	1.64
	Hand and Arm	10	7.25		Hand and Arm	3	3.90		Hand and Arm	7	11.48
	Knee	9	6.52		Knee	6	7.79		Knee	3	4.92
	Leg	4	2.90		Leg	2	2.60		Leg	2	3.28
	Neck	3	2.17		Neck	3	3.90		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	138	100.00		Total	77	100.00		Total	61	100.00
	Percentage of total employment		0.30		Percentage of total employment		0.17		Percentage of total employment		0.13

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 2022 to 31 March 2023

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: workdays/ 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 2022 to 31 March 2023

Programme	Consulting firm	Project title	Nature of the project	Total number of consultants that worked on the project	Duration: workdays/ 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 2022

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 2022 to 31 March 2023

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			