



## Part C Governance

## 1. Introduction

It is imperative that the administration of public funds and resources conform to the utmost standards of governance. For government agencies to utilise state resources in an effective, economical, and efficient manner, they must implement sound governance frameworks.

The members of the Education Audit Committee are appointed in consultation with the Executive Authority by the Accounting Officer, who ensures their independence. The Audit Committee fulfils its duties in quarterly meetings and operates in adherence to an officially sanctioned "Terms of Reference." To address matters of concern, the Audit Committee convenes additional meetings with the Executive Authority and Accounting Officer.

The Department of the Premier provides internal audit services in an independent capacity through the shared internal audit and corporate services centre. Consistent with KING III and the Public Finance Management Act, 1999 (Act No 1 of 1999) (PFMA), the Internal Audit Activity ensures that the internal controls pertaining to risk management, control processes, and governance are sufficient and efficient. This information is provided to the Audit Committee and WCED management. The Audit Committee granted approval to a risk-based Three-Year Rolling Strategic Plan and Annual Operational Internal Audit Plan. The audit committee oversaw the implementation of corrective actions by management and the execution of the operational plan.

The WCED's Internal Control Unit is responsible for offering counsel, direction, and strategic administration concerning internal control procedures.

Elements consist of:

- 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.

The elements consist of supporting the implementation and maintenance of an integrated Loss Control System, assuring the implementation of corrective controls, and providing quarterly and annual updates on the status of the response to the Forensic Investigation Unit's reports.

The utilisation of the combined assurance approach will persist to efficiently allocate scarce internal audit resources towards the most pertinent risk domains. This requires the Internal Control Unit and Internal Audit to work in close collaboration.

Job descriptions and performance agreements remain the principal mechanisms employed to ensure the accountability of officials. Consistent with the department's commitment to values, the importance of "responsibility" and "accountability" remained prominent and were incorporated, respectively, and all members understood the expected conduct and behaviour when holding oneself and others "responsible" and "accountable." It follows that just as head office personnel are expected to deliver timely and well-informed assistance to districts, districts will likewise be expected to provide support to schools, instructors, and learners.

Schools utilise School Improvement Plans (SIPs) to delineate the activities that will be undertaken during the upcoming academic year to accomplish their objectives and goals. The objective of school administration is to identify improvement areas in accordance with provincial strategic priorities. As co-signatories and co-responsible parties for the accomplishment of the objectives identified in the SIP, the principal, SGB, and WCED Circuit Managers are formally associated with the SIP and consider it an essential component of the accountability system.

The WCED implemented quarterly School Improvement Monitoring (SIM) in 2023/24, which was in alignment with the School Improvement Plans. The SIM for 2023/24 monitored critical school functionality and resource aspects. By utilising CEMIS to document reports online, the WCED was capable of remaining informed about school-level issues, including the timely delivery of textbooks, and providing prompt responses. By extending accountability, this instrument was utilised to monitor critical conformance and functionality items that were also monitored by the Circuit Managers.

The regulatory function executed by the Provincial and National Treasury serves to augment the degree of responsibility. Branches of the WCED are linked to corresponding divisions at the Department of Basic Education, which facilitate the maintenance of reporting, performance analysis, and projection streams. On critical WCED initiatives, the Department of the Premier exercises an oversight function. Internal Control and External Audit's assurance function in 2023/24 regulated the control environment required to effectively address the requirements of the 2023/24 reporting period.

Audit Committee engagements on a quarterly basis provide additional governance oversight. During the periodic meetings, officials are held accountable for carrying out their duties.

The mandated quality assurance body, Umalusi, guaranteed the 2023 NSC examination's quality. On-site supervision monitoring of the 2023 NSC by the WCED and DBE instilled confidence that the examinations were conducted in accordance with the regulations and that the employed methods and procedures were legitimate, fair, trustworthy, and credible.

The Schools Evaluation Authority (SEA) conducted forty-two evaluations from April 2023 to March 2024. Evaluations conducted at 42 schools from April 2023 to March 2024 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), specifically as it relates to appetite levels, 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 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 (#)
Mr B Walters	Accounting Officer (Chairperson)	3
Mr L Ely	DDG: Corporate Services - Chief Financial Officer, (Departmental Risk Champion)	4
Mr A Meyer	DDG: Institutional Development and Coordination	4
Mr H Mahomed	DDG: Curriculum and Assessment Management	3
Mr S Abrahams	DDG: Education Planning	3

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

Name	Position	Attended (#)
Ms N Dalvie	Secretariat	2
Ms L Boniface	Secretariat	4
Ms A Haq	Director: Enterprise Risk Management	2
Mr Z Omer	Chief Risk Advisor	4
Ms M Natesan	Deputy Director: Provincial Forensic Services	3
Mr T Jacobs	Deputy Director: Provincial Forensic Services	1
Ms V Simpson-Murray	Director: Internal Audit	2
Mr V Ramchand	Deputy Director: ICT Audit	2
Mr E Peters	ICT Risk	2
Ms W Salie	Director: Internal Control	3
Mr C Cooper	Deputy Director: Internal Control	4
Mr I Bull	Deputy Director: Internal Audit	3

### Enterprise Risk Management Committee (ERMCO) key activities

The AO 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.

The importance of education in South Africa is well known but rarely expressed from a risk perspective. The IRMSA Risk Report 2023/2024 indicates that 4 of the top 10 risks note education as a contributing factor. These systemic issues in the education system are major drivers risks in the department. Poor national policy decisions impact every aspect of teaching, learning and assessing at schools. Education in the Western Cape is further by the sheer number of people

involved i.e. > 1515 schools; > 350,000 education staff; > 1,000,000 learners. The key risks were therefore considered in this context as:

- Fiscal uncertainty causing overloading of the Education System i.e. limiting children from the earliest of ages from having access to quality education and being fed in a safe and protected environment
- Ineffective school governance is a repeatable risk that cycles every three years when a new School Governing Body (SGB) must be established in every school i.e. more than 1515 schools.
- Increased learning centred opportunities have been explored to recover from learning losses due to COVID-19.

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

The result of fiscal uncertainty introduced new and emerging risks relating to reputational damage such as not being able to place teaching resources in schools that are in desperate need of attention and teaching staff.

The department is said to be a microcosm of a community and thus schools often reflect the socio-economic conditions of where learners come from. Safety and security of schools may differ from school-to-school in the same area. Certain schools are often disrupted by various events such as gang violence, theft and damage to property. The safety incident statistics, as a key risk indicator (KRI), show a rise in safety incidents to beyond pre-COVID-19 levels, which indicates that schools may not have a handle safety and related issues.

#### 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

The department is satisfied that all strategic risks have been identified. The risk mitigation measures are being implemented and these measures are showing positive results in certain instances. Given the nature of the department's business/activities, those outcomes and certain indicators are showing promising results. However, effect of those actions implemented, will only show results over a long period of time and not immediately.

## 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 regarding corrupt, fraudulent or any other criminal activities, whether internal or external, and vigorously pursues and prosecutes by all legal means available, any parties who engage in such practices or attempt to do so.

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

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

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

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

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

Cases	Number of cases
Open cases as at 1 April 2023	9
New cases (2023/24)	9
Closed cases (2023/24)	(9)
Open cases as at 31 March 2024	9

The following table further analyses the closed cases indicated above:

Nature and investigation outcome of the closed cases
In 2 cases the allegations of fraud, irregularity and non-compliance were substantiated (the matters were reported to the SAPS).
In 2 cases the allegations of fraud, corruption, irregularity and non-compliance were substantiated (the matters were reported to the SAPS).
In 1 case the allegations of non-compliance or other irregularity were substantiated
In 1 case the allegations were referred to SAPS.
In 1 case the investigation was concluded with no adverse findings but with recommendations.
In 2 cases the investigations were concluded with no adverse findings.

### 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.

### 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 also provides ongoing 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.



### 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 Provincial Joint Priority Committee on School Safety with SAPS.

Various departments including, WCG Department of Community Safety, WCG Department of Culture Affairs and Sport, WCG Department of Social Development, Department of Justice, Department of Correctional Services, State Security Agency, National Prosecuting Authority, 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.

### Scopa Resolutions

Resolution No.	Subject	Details	Response by the department	Resolved (Yes/No)
9.3.1	Page: 211 of the Annual Report Description: The Committee notes the comment of the AGSA that an achievement of 58,6% was reported against a target of 60% in terms of the percentage of Funza Lushaka bursary holders. However, the audit evidence did not support this achievement. In addition, the AGSA could not determine the actual achievement, but could only estimate the achievement to be materially misstated.	That the Department brief the Public Accounts Committee on this finding of the AGSA; including the mechanism introduced to avoid a recurrence of this matter.	The Department briefed the Committee on the 28 February 2024.	Yes

### List of Information Requested

None

### 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
Predetermined Objectives – SOI 203 Percentage of Funza Lushaka bursary holders placed in schools within six months upon completion of studies or upon confirmation that the bursary has completed studies	2022/23	<ul style="list-style-type: none"> <li>• Monitors the data lists forwarded from DBE on a weekly and monthly basis for accuracy.</li> <li>• Additional quality checks</li> <li>• Improved procedures and processes</li> <li>• Ongoing feedback to the Chief Director</li> <li>• Increased oversight</li> <li>• Staff training and upskilling</li> <li>• Letters written to DBE over several financial years:                             <ul style="list-style-type: none"> <li>- Requesting final lists with accurate records as evidence sets for the Auditor General</li> <li>- Requests for timeous and ongoing updated placement lists</li> <li>- DBE to engage with the Auditor General to reconsider content of Technical Indicator</li> </ul> </li> </ul>

### 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.
- Evaluated the effectiveness and the implementation of financial pre-scripts.
- 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.
- 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 of Corporate Governance and Review Outlook for Provincial Treasury.

### Internal Audit and Audit Committees

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

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

Internal Audit work completed during the year under review for the Department included four assurance engagements, one transversal engagement and six 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;
- Financial 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	If internal, position in the Department	Date appointed	Date Resigned/ Retired	No. of Meetings attended
Mr R Najjaar (Chairperson)	CA (USA); BCompt Honours	External	N/A	1 January 2021 (1st term)	31 March 2024	6
Ms L Tromp	MBA; BCom Honours; BTech Internal Audit	External	N/A	1 January 2021 (1st term)	31 March 2024	6
Mr A Davids	BCom; ACG(CS); BA(SA)	External	N/A	1 January 2023 (1st term)	N/A	6
Mr S Ndwandwa	BCom; BCom Honours; CA (SA); MPhil	External	N/A	1 January 2023 (1st term)	26 May 2024	5
Mr Comfort Bunting (Chairperson)	ND: Internal Audit MBA	External	N/A	1 April 2024 (1st Term)	N/A	N/A
Mr E Abrahams	BCom (Accounting)	External	N/A	1 April 2024 (1st Term)	N/A	N/A
Ms L Stevens	ND: Fin Info Systems CIA, CCSA, CRMA, PEQA	External	N/A	1 April 2024 (1st Term)	N/A	N/A
Ms Annelise Cilliers	CA (SA)	External	N/A	1 April 2024 (1st Term)	N/A	N/A

On 1 November 2023, Cabinet approved the restructuring of the Western Cape Government Audit Committees to align to the WCG's priorities. This reduced the number of Audit Committees from 6 to 3. This resulted in the Jobs Cluster Audit Committee providing oversight to the Department from 1 April 2024.

### Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2024.

### 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
- Early Childhood Development
- Learner Special Education Needs
- Transfer Payment – Independent Schools
- Departmental Monitoring of IT Performance (Transversal audit)

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

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

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

### Evaluation of Financial Statements

The Audit Committee has:

- reviewed the Audited Annual Financial Statements to be included in the Annual Report;
- reviewed the AGSA's Management Report and Management's response thereto; and
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements.

### Compliance

The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions. Feedback on new provisions that has an impact on the Department are provided quarterly to the Audit Committee.

### Performance Information

The Audit Committee has reviewed the information on predetermined objectives as reported in the Annual Report.

### Report of the Auditor-General South Africa

The Audit Committee has on a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit. Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

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

The Audit Committee commends the Department for maintaining an unqualified audit opinion, with findings.



**Mr Comfort Bunting**  
**Chairperson of the Jobs Cluster Audit Committee**  
**Date: 6 August 2024**

## 1. B-BBEE Compliance Performance Information

The following table has been completed in accordance with the compliance to the BBEE requirements of the BBEE Act of 2013 and as determined by the Department of Trade, 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 partnerships with the private sector?	No	The Department did not enter 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 2024 educator basket of posts consultation meetings were held on 18 August 2023 between the Minister for Education in the Western Cape, School Governing Body Associations (SGBA) and Unions. In addition, on 22 September 2023, 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, streamlining curriculum applications (Grade 10-12 subjects) and specialised education needs.

The following table provides the post allocations for 2016 to 2024:

Year	Basket growth
2016	32 039
2017	32 320
2018	32 894
2019	33 436
2020	33 865
2021	34 384
2022	35 274
2023	36 417
2024	37 135

The department provided the 2024 school staff establishments on 29 September 2023. This enabled schools to commence timeously with their planning for 2024 and created sufficient opportunity for schools to appeal for more posts where necessary.

In 2023, 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 and nominations.

The WCED continued to strengthen the appointment criteria and selection processes for principals, deputy principals and departmental heads. 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.

### 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 was automated via the E-Recruitment System, to ensure the swift processing and confirmation of appointments. This process resulted in the permanent appointment of 3 133 PL1 teachers at 1 January 2024.

### 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 to address mental wellbeing.

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

The Employee Health and Wellness 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. Additionally, the programme addresses health and wellness issues of employees through various communication platforms. Its goal is to promote healthy living and highlight the services available to employees within the organization.

During the reporting period, ninety-two (92) psycho-social training interventions were arranged, reaching three thousand three hundred and thirty-eight (3338) employees; one thousand two hundred and four (1 204) individual counselling sessions took place; and forty-one (41) Trauma debriefing sessions were conducted which reached a total of seven hundred and eight (708) employees.

#### Achievements and challenges

The department provided the 2024 school staff establishments on 29 September 2023. This enabled schools to commence timeously with their planning for 2024 and created sufficient opportunity for schools to appeal for more posts where necessary.

The Department hosted a Long Service Awards event on 27 October 2023 to acknowledge and celebrate Educators and Public Service staff who have dedicated 20, 30 and 40 years of continuous service to the sector. Qualifying employees were all given framed certificates and printed copies of the Long Service Awards magazines as a means of acknowledging their contribution to Education.

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

#### 3.1 Personnel related expenditure

The following tables summarise the final audited personnel-related expenditure by programme and by salary bands. 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 2023 to 31 March 2024

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	1 580 637	1 110 904	3 449	-	3.66	573.22	1 938
Programme 2	21 631 113	18 408 319	29 016	-	60.67	456.22	40 350
Programme 3	145 282	-	-	-	0.00	-	-
Programme 4	1 618 647	1 278 421	-	-	4.21	436.17	2 931
Programme 5	1 206 715	470 706	733	-	1.55	726.40	648
Programme 6 *	2 699 134	29 667	-	-	0.10	644.93	46
Programme 7	1 462 593	249 191*	11 871	-	0.82	383.37	650
		198 393**			0.65		
<b>Total</b>	<b>30 344 121</b>	<b>21 745 601</b>	<b>45 069</b>	<b>-</b>	<b>71.66</b>	<b>467.01</b>	<b>46 563</b>

**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 R249.191 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 R198.393 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 2023 to 31 March 2024

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	No. of employees
Lower skilled (Levels 1-2)	690 083	3.16	185.16	3 727
Skilled (level 3-5)	1 272 931	5.84	273.16	4 660
Highly skilled production (levels 6-8)	14 572 408	66.82	469.59	31 032
Highly skilled supervision (levels 9-12)	5 211 214	23.89	733.56	7 104
Senior and Top management (levels 13-16)	63 184	0.29	1 579.60	40
<b>Total</b>	<b>21 809 820</b>	<b>100.00</b>	<b>468.39</b>	<b>46 563</b>

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

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred because 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 2023 to 31 March 2024

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	821 880	3.77	14 266	0.07	29 961	0.14	64 288	0.29
Programme 2	13 464 664	61.74	301	0.00	373 599	1.71	840 439	3.85
Programme 3	0	0.00	0	0.00	0	0.00	0	0.00
Programme 4	918 245	4.21	0	0.00	30 977	0.14	67 811	0.31
Programme 5	191 751	0.88	0	0.00	2 928	0.01	9 295	0.04
Programme 6	17 499	0.08	9	0.00	339	0.00	797	0.00
Programme 7	314 869	1.44	2 515	0.01	8 719	0.04	19 380	0.09
<b>Total</b>	<b>15 728 908</b>	<b>72.12</b>	<b>17 091</b>	<b>0.08</b>	<b>446 523</b>	<b>2.05</b>	<b>1 002 010</b>	<b>4.59</b>

Table 3.1.4 Salaries, Overtime, Homeowners Allowance and Medical Aid by salary band for the period 1 April 2023 to 31 March 2024

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)	486 633	2.23	267	0.00	27 623	0.13	40 262	0.18
Skilled (level 3-5)	891 967	4.09	5 673	0.03	52 079	0.24	98 933	0.45
Highly skilled production (levels 6-8)	10 492 217	48.11	8 655	0.04	259 243	1.19	627 137	2.88
Highly skilled supervision (levels 9-12)	3 815 315	17.49	2 496	0.01	107 450	0.49	235 326	1.08
Senior management (level 13-16)	42 776	0.20	0	0.00	128	0.00	352	0.00
<b>Total</b>	<b>15 728 908</b>	<b>72.12</b>	<b>17 091</b>	<b>0.08</b>	<b>446 523</b>	<b>2.05</b>	<b>1 002 010</b>	<b>4.59</b>

### 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 2024

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	2 196	0	1 925	12.34	13	1 938
	Programme 2	40 517	0	40 288	0.57	62	40 350
	Programme 4	3 045	0	2 915	4.27	16	2 931
	Programme 5	679	0	648	4.57	0	648
	Programme 6	63	0	43	31.75	3	46
	Programme 7	405	0	649	0.00	1	650
	<b>Total</b>		<b>46 905</b>	<b>0</b>	<b>46 468**</b>	<b>0.93***</b>	<b>95</b>



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	579	0	562	2.94	10	572
	Programme 2	33 774	0	33 710	0.19	19	33 729
	Programme 4	2 086	0	1 987	4.75	2	1 989
	Programme 5	679	0	648	4.57	0	648
	Programme 6	6	0	4	33.33	0	4
	Programme 7	160	0	171	0.00	1	172
	<b>Total</b>	<b>37 284</b>	<b>0</b>	<b>37 082</b>	<b>0.54</b>	<b>32*</b>	<b>37 114</b>
Public Service Personnel	Programme 1	1 617	0	1 363	15.71	3	1 366
	Programme 2	6 743	0	6 578	2.45	43	6 621
	Programme 4	959	0	928	3.23	14	942
	Programme 5	0	0		0.00	0	0
	Programme 6	57	0	39	31.58	3	42
	Programme 7	245	0	478	0.00	0	478
	<b>Total</b>	<b>9 621</b>	<b>0</b>	<b>9 386</b>	<b>2.44</b>	<b>63</b>	<b>9 449</b>

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.

\*\* This includes 291 Interns.

\*\*\*During this reporting period the overall vacancy rate is 0.93%. This a 0.46% decrease compared to 2022/23.

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2024

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)	3 805	0	3 974	0.00	22	3 996
	Skilled (Levels 3-5)	4 753	0	4 279	9.97	35	4 531
	Highly skilled production (Levels 6-8)	33 880	0	31 412	7.28	28	34 658
	Highly skilled supervision (Levels 9-12)	4 419	0	6 760	0.00	9	3 334
	Senior Management (Levels 13-16)	48	0	43	10.42	1	44
	<b>Total</b>	<b>46 905</b>	<b>0</b>	<b>46 468</b>	<b>0.93</b>	<b>95</b>	<b>46 563</b>
Educators	Lower Skilled (Levels 1-2)	0	0	0	0.00	0	0
	Skilled (Levels 3-5)	187	0	187**	0.00	0	187**
	Highly skilled production (Levels 6-8)	32 995	0	30 389	7.90	26	30 389
	Highly skilled supervision (Levels 9-12)	4 102	0	6 506	0.00	6	6 538
	Senior Management (Levels 13-16)	0	0	0	0.00	0	0
	<b>Total</b>	<b>37 284</b>	<b>0</b>	<b>37 082</b>	<b>0.54*</b>	<b>32</b>	<b>37 114</b>

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	Lower Skilled (Levels 1-2)	3 805	0	3 974	0.00	22	3 996
	Skilled (Levels 3-5)	4 566	0	4 092	10.38	35	4 127
	Highly skilled production (Levels 6-8)	885	0	1 023	0.00	2	1 025
	Highly skilled supervision (Levels 9-12)	317	0	254	19.87	3	257
	Senior Management (Levels 13-16)	48	0	43	10.42	1	44
	Total	9 621	0	9 386	2.44	63	9 449

## 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 187 educators who are remunerated at salary levels 3-5.

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2024

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
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N/A - The Western Cape Education Department has not identified any critical occupations.

## Notes:

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

### 3.3 Filling of SMS Posts

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

Table 3.3.1 SMS post information as on 31 March 2024

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	8	100.00	0	0.00
Salary Level 13	35*	1**	31	88.57	5	14.29
<b>Total</b>	<b>48</b>	<b>1</b>	<b>44</b>	<b>91.67</b>	<b>5</b>	<b>10.42</b>

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

Table 3.3.2 SMS post information as on 30 September 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	8	100.00	0	0.00
Salary Level 13	35*	1**	32	91.43	5	14.29
<b>Total</b>	<b>48</b>	<b>1</b>	<b>45</b>	<b>93.75</b>	<b>5</b>	<b>10.42</b>

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 2023 to 31 March 2024

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*	1*	0
Salary Level 14	0	0	0
Salary Level 13	4	0	0
<b>Total</b>	<b>5</b>	<b>1</b>	<b>0</b>

Note: \*The SL15 post was advertised as the incumbent left the service of the WCED on 31 March 2024.

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 2023 to 31 March 2024

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 2023 to 31 March 2024

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 2023 to 31 March 2024

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)	3 805	0	0.00	0	0.00	0	0.00
Skilled Levels 3-5)	4 753	0	0.00	0	0.00	0	0.00
Highly skilled production (Levels 6-8)	33 880	0	0.00	0	0.00	0	0.00
Highly skilled supervision (Levels 9-12)	4 419	0	0.00	0	0.00	0	0.00
Senior Management Service Band A (Level 13)	35	0	0.00	0	0.00	0	0.00
Senior Management Service Band B (Level 14)	8	0	0.00	0	0.00	0	0.00
Senior Management Service Band C (Level 15)	4	0	0.00	0	0.00	0	0.00
Senior Management Service Band D (Level 16)	1	0	0.00	0	0.00	0	0.00
<b>Total</b>	<b>46 905</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>

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 2023 to 31 March 2024

Gender	African	Coloured	Indian	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employees with a disability					0

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

Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2023 to 31 March 2024

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 2023 to 31 March 2024

Gender	African	Coloured	Indian	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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 2023 to 31 March 2024

Personnel Group	Salary Band	Number of employees per band as on 31 March 2023	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)	3 665	755	1	756	627	0	627	3.52
	Skilled (Levels 3-5)	4 473	2 011	4	2 015	1 277	10	1 287	16.28
	Highly skilled production (Levels 6-8)	29 866	15 838	14	15 852	14 504	50	14 554	4.35
	Highly skilled supervision (Levels 9-12)	7 285	321	5	326	1 052	20	1 072	0.00
	Senior Management Service Band A (Level 13)	33	0	0	0	2	0	2	0.00
	Senior Management Service Band B (Level 14)	7	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	4	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	<b>Total</b>	<b>45 334</b>	<b>18 925</b>	<b>24</b>	<b>18 949</b>	<b>17 462</b>	<b>80</b>	<b>17 542</b>	<b>3.10*</b>
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0.00
	Skilled (Levels 3-5)	209	1 144	0	1 144	582	0	582	268.90
	Highly skilled production (Levels 6-8)	28 887	15 739	12	15 751	14 373	41	14 414	4.63
	Highly skilled supervision (Levels 9-12)	7 016	300	1	301	1 018	16	1 034	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
	<b>Total</b>	<b>36 112</b>	<b>17 183</b>	<b>13</b>	<b>17 196</b>	<b>15 973</b>	<b>57</b>	<b>16 030</b>	<b>3.23</b>

Personnel Group	Salary Band	Number of employees per band as on 31 March 2023	Appointments	Transfers into the department	Appointments and transfers into the department	Terminations	Transfers out of the department	Terminations and transfers out of the department	Turnover rate %
Public Service	Lower skilled (Levels 1-2)	3 665	755	1	756	627	0	627	3.52
	Skilled (Levels 3-5)	4 264	867	4	871	695	10	705	3.89
	Highly skilled production (Levels 6-8)	979	99	2	101	131	9	140	0.00
	Highly skilled supervision (Levels 9-12)	269	21	4	25	34	4	38	0.00
	Senior Management Service Band A (Level 13)	33	0	0	0	2	0	2	0.00
	Senior Management Service Band B (Level 14)	7	0	0	0	0	0	0	0.00
	Senior Management Service Band C (Level 15)	4	0	0	0	0	0	0	0.00
	Senior Management Service Band D (Level 16)	1	0	0	0	0	0	0	0.00
	Total	9 222	1 742	11	1 753	1 489	23	1 512	2.61

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 because 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 2023/24 has decreased by 2,06% compared to the 2022/23 reporting period.

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2023 to 31 March 2024

Critical occupation	Number of employees at beginning of period-April 2023	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 2023 to 31 March 2024

Termination type	All personnel			Educators			Public Service		
	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees on 31 March 2023	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees on 31 March 2023	Number of Personnel	% of Total Exits	Number of exits as a % of the total number of employees on 31 March 2023
Death / Demise	126	0.72	0.28	76	0.48	0.21	50	3.36	0.54
Resignation	1 330	7.62	2.93	1 126	7.05	3.12	204	13.70	2.21
Expiry of contract	14 771	84.59	32.58	13 812	86.47	38.25	959	64.41	10.40
Dismissal - operational changes	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Dismissal - misconduct	49	0.28	0.11	24	0.15	0.07	25	1.68	0.27
Dismissal - inefficiency	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00
Discharged due to ill-health	112	0.64	0.25	84	0.53	0.23	28	1.88	0.30
Discharged - incapacity	2	0.01	0.00	2	0.01	0.01	0	0.00	0.00
Retirement	1 072	6.14	2.36	849	5.32	2.35	223	14.98	2.42
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
<b>Total</b>	<b>17 462*</b>	<b>100.00</b>	<b>38.52</b>	<b>15 973</b>	<b>100.00</b>	<b>44.23</b>	<b>1 489</b>	<b>100.00</b>	<b>16.15</b>

Note: In comparison to the 2022/23 reporting cycle, there were 3 203 more employees leaving the department in 2023/24. The influx in figures from 11 465 to 14 771 could be because of multiple contracts being renewed and terminated within the reporting period.



Table 3.5.3.2 Reasons why staff resigned, 1 April 2023 to 31 March 2024

Termination type	All Personnel		Educators		Public Service	
	Number	% of Total Exits	Number	% of Total Exits	Number	% of Total Exits
Age	7	0.53	5	0.44	2	0.98
Bad health	7	0.53	5	0.44	2	0.98
Better remuneration	36	2.71	32	2.84	4	1.96
Domestic problems	2	0.15	2	0.18	0	0.00
Emigration	61	4.59	61	5.42	0	0.00
Further studies	8	0.60	7	0.62	1	0.49
Housewife	0	0.00	0	0.00	0	0.00
Marriage	5	0.38	5	0.44	0	0.00
Nature of work	60	4.51	52	4.62	8	3.92
No reason	170	12.78	149	13.23	21	10.29
Non-teaching post	0	0.00	0	0.00	0	0.00
Other education dept	0	0.00	0	0.00	0	0.00
Other occupation	159	11.95	91	8.08	68	33.33
Own business	4	0.30	4	0.36	0	0.00
Personal grievances	63	4.74	57	5.06	6	2.94
Resigning of position	748	56.24	656	58.26	92	45.10
Transfer other system	0	0.00	0	0.00	0	0.00
Transfer (spouse)	0	0.00	0	0.00	0	0.00
<b>Total</b>	<b>1 330</b>	<b>100.00</b>	<b>1 126</b>	<b>100.00</b>	<b>204</b>	<b>100.00</b>

Note: In comparison to 2022/23 there were 13 more resignations in the 2023/24 reporting period. The following categories reflect higher numbers as reasons why staff resigned: Emigration and Personal Grievances. Many employees do not reflect a reason for their resignation.

Table 3.5.3.3 Age groups of staff who resigned, 1 April 2023 to 31 March 2024

Ages	Resignations All Staff	All Staff %	Resignations Educators	Educators %	Resignations Public Service staff	Public Service staff %
Ages 20 <	9	0.68	0	0.00	9	4.41
Ages 20 to 24	70	5.26	50	4.44	20	9.80
Ages 25 to 29	315	23.68	281	24.96	34	16.67
Ages 30 to 34	292	21.95	273	24.25	19	9.31
Ages 35 to 39	184	13.83	155	13.77	29	14.22
Ages 40 to 44	99	7.44	73	6.48	26	12.75
Ages 45 to 49	80	6.02	63	5.60	17	8.33
Ages 50 to 54	98	7.37	76	6.75	22	10.78
Ages 55 to 59	100	7.52%	88	7.82	12	5.88
Ages 60 to 64	81	6.09	65	5.77	16	7.84
Ages 65 >	2	0.15	2	0.18	0	0.00
<b>Total</b>	<b>1 330</b>	<b>100.00</b>	<b>1 126</b>	<b>100.00</b>	<b>204</b>	<b>100.00</b>

Note: Employees who have left the department are mostly from the following age categories: 20-24, 30-34, 35-39. The top 3 reasons for resigning in the 34 and under (youth) age category is: other occupation, emigration and personal grievances. Youth (34 and under) make up 32.41% of the total workforce.

Table 3.5.3.4 Granting of employee-initiated severance packages: 1 April 2023 to 31 March 2024

Total number of employee-initiated severance packages in 2023/ 2024	0
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Table 3.5.4 Promotions by critical occupation for the period 1 April 2023 to 31 March 2024

Occupation	Employees 1 April 2023	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 2023 to 31 March 2024

Personnel Group	Salary Band	Employees as at 31 March 2023	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)	3 665	3	0.08	2 633	71.84
	Skilled (Levels 3-5)	4 473	320	7.15	1 882	42.07
	Highly skilled production (Levels 6-8)	29 866	946	3.17	20 528	68.73
	Highly skilled supervision (Levels 9-12)	7 285	944	12.96	6 373	87.48
	Senior management (Levels 13-16)	45	1	2.22	23	51.11
	<b>Total</b>		<b>45 334</b>	<b>2 214</b>	<b>4.88</b>	<b>31 439</b>
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00
	Skilled (Levels 3-5)	209	0	0.00	53	25.36
	Highly skilled production (Levels 6-8)	28 887	917	3.17	20 034	69.35
	Highly skilled supervision (Levels 9-12)	7 016	925	13.18	6 207	88.47
	Senior management (Levels 13-16)	0	0	0.00	0	0.00
	<b>Total</b>		<b>36 112</b>	<b>1 842</b>	<b>5.10</b>	<b>26 294</b>
Public service	Lower skilled (Levels 1-2)	3 665	3	0.08	2 633	71.84
	Skilled (Levels 3-5)	4 264	320	7.50	1 829	42.89
	Highly skilled production (Levels 6-8)	979	29	2.96	494	50.46
	Highly skilled supervision (Levels 9-12)	269	19	7.06	166	61.71
	Senior management (Levels 13-16)	45	1	2.22	23	51.11
	<b>Total</b>		<b>9 222</b>	<b>372</b>	<b>4.03</b>	<b>5 145</b>

Note: This table 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 2024

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management Levels 14-16)	0	5	2	1	0	2	0	1	0	0	11
Senior management (Level 13)	1	8	1	3	2	10	1	3	0	0	29
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	123	344	5	122	86	184	10	105	0	0	979
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	834	2 565	16	689	2 849	4 593	55	2 104	9	7	13 721
Semi-skilled and discretionary decision making (Levels 4-7)	2 170	4 038	16	714	4 944	11 914	74	3 484	64	38	27 456
Unskilled and defined decision making (Levels 1-3)	537	1 559	1	30	428	1 754	1	53	3	1	4 367
<b>Total</b>	<b>3 665</b>	<b>8 519</b>	<b>41</b>	<b>1 559</b>	<b>8 309</b>	<b>18 457</b>	<b>141</b>	<b>5 750</b>	<b>76</b>	<b>46</b>	<b>46 563</b>

Table 3.6.2 Total number of employees (with disabilities) in each of the following occupational bands as on 31 March 2024

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	2	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	2	3	0	1	3	5	0	2	0	0	16
Semi-skilled and discretionary decision making (Levels 4-7)	1	3	0	1	2	4	0	4	0	0	15
Unskilled and defined decision making (Levels 1-3)	0	2	0	0	1	3	0	0	0	0	6
<b>Total</b>	<b>4</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>14</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>42</b>

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 2023 to 31 March 2024

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)	18	26	2	8	11	15	1	24	0	0	105
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	37	129	0	15	77	188	1	48	1	1	497
Semi-skilled and discretionary decision making (Levels 4-7)	1 258	2 276	10	340	3 340	7 012	35	1 725	103	45	16 144
Unskilled and defined decision making (Levels 1-3)	203	546	0	28	277	1 023	5	77	6	14	2 179
<b>Total</b>	<b>1 516</b>	<b>2 977</b>	<b>12</b>	<b>391</b>	<b>3 705</b>	<b>8 238</b>	<b>42</b>	<b>1 874</b>	<b>110</b>	<b>60</b>	<b>18 925</b>

Note: The total number of appointments includes the renewal of contracts. In the 2022/23 reporting period there were 16 500 appointments reflected, however, in the 2023/24 reporting the number has increased to 18 925. The number of appointments increased by 2425 this reporting period.

Table 3.6.4 Promotions for the period 1 April 2023 to 31 March 2024

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 14-16)	0	0	0	0	0	1	0	0	0	0	1
Senior management (Level 13)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	16	53	2	17	11	31	1	11	0	0	142
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	97	267	1	95	329	640	8	281	1	2	1 721
Semi-skilled and discretionary decision making (Levels 4-7)	69	181	0	21	23	50	0	0	0	0	344
Unskilled and defined decision making (Levels 1-3)	2	2	0	0	1	1	0	0	0	0	6
<b>Total</b>	<b>184</b>	<b>503</b>	<b>3</b>	<b>133</b>	<b>364</b>	<b>723</b>	<b>9</b>	<b>292</b>	<b>1</b>	<b>2</b>	<b>2 214</b>

Table 3.6.5 Terminations for the period 1 April 2023 to 31 March 2024

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)	1	0	0	0	0	1	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	22	66	1	28	12	35	2	38	0	1	205
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	82	362	1	68	210	586	7	202	2	2	1 522
Semi-skilled and discretionary decision making (Levels 4-7)	1 123	2 066	8	311	2 859	6 329	36	1 576	95	46	14 449
Unskilled and defined decision making (Levels 1-3)	134	408	1	21	127	526	1	52	3	11	1 284
<b>Total</b>	<b>1 362</b>	<b>2 902</b>	<b>11</b>	<b>428</b>	<b>3 208</b>	<b>7 477</b>	<b>46</b>	<b>1 868</b>	<b>100</b>	<b>60</b>	<b>17 462</b>

Table 3.6.6 Disciplinary action for the period 1 April 2023 to 31 March 2024

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
All types	45	138	0	6	27	83	0	9	308

Note: In comparison to 2022/23, 119 more cases were dealt with at hearings. However, there was an increase in the number of cases (189) that were reported and finalised. Refer to table 3.12.3 for details. 308 cases equate to 0.66% of the total workforce.

Table 3.6.7 Skills development for the period 1 April 2023 to 31 March 2024

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)	844	2 371	11	543	1 148	2 844	37	916	8 714
Professionally qualified and experienced specialists and mid-management (Levels 11-12)	1 536	3 719	24	151	4 943	13 142	207	4 288	28 010
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 8-10)	39	52	0	1	68	108	0	13	281
Semi-skilled and discretionary decision making (Levels 4-7)	104	469	2	16	561	1 234	14	118	2 518
Unskilled and defined decision making (Levels 1-3)	91	383	0	5	48	183	0	19	729
<b>Grand Total</b>	<b>2 614</b>	<b>6 994</b>	<b>37</b>	<b>716</b>	<b>6 768</b>	<b>17 111</b>	<b>258</b>	<b>5 354</b>	<b>40 252</b>

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	Chief Director	Deputy Director	Office Manager	Deputy Principal
Deputy Director-General	Director	Assistant Director	Principal	Departmental Head (Teacher)

### 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 2023

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	8	8	100.00
Salary Level 13	35	31	31	100.00
<b>Total</b>	<b>48</b>	<b>44</b>	<b>44</b>	<b>100.00</b>

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 May 2023

Reasons
The below SMS posts were vacant for this reporting period: <ul style="list-style-type: none"> <li>• 1 Director: Quality Assurance</li> <li>• 1 Director: Strategic People Management</li> <li>• 1 Director: West Coast Education District</li> <li>• 1 Director: Cape Winelands Education District</li> </ul>

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 May 2023

Reasons
Not applicable

### 3.8 Performance Rewards

To encourage good performance, the department has granted the following performance rewards, allocated to personnel for the performance period 2022/23, 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 2023 to 31 March 2024

Salary Band	Employees as at 31 March 2023	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	3 665	2 633	71.84
Skilled (Levels 3-5)	4 473	1 882	42.07
Highly skilled production (Levels 6-8)	29 866	20 528	68.73
Highly skilled supervision (Levels 9-12)	7 285	6 373	87.48
Senior management (Levels 13-16)	45	23	51.11
<b>Total</b>	<b>45 334</b>	<b>31 439</b>	<b>69.35</b>

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 2023 to 31 March 2024

Critical Occupations	Employees as at 31 March 2023	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 2023 to 31 March 2024

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	2259	0.00	0	0
	Male	0	1 013	0.00	0	0
	Female	0	1 246	0.00	0	0
	Coloured	0	6 535	0.00	0	0
	Male	0	2 795	0.00	0	0
	Female	0	3 740	0.00	0	0
	Indian	0	27	0.00	0	0
	Male	0	9	0.00	0	0
	Female	0	18	0.00	0	0
	White	0	606	0.00	0	0
	Male	0	139	0.00	0	0
	Female	0	467	0.00	0	0
	Disabled	0	22	0.00	0	0
<b>Grand Total</b>		<b>0</b>	<b>9 449</b>	<b>0.00</b>	<b>0</b>	<b>0</b>

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 2023 to 31 March 2024

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	3 665	0.00	0	0	0.00
	Skilled (Levels 3-5)	0	4 473	0.00	0	0	0.00
	Highly skilled production (Levels 6-8)	0	29 866	0.00	0	0	0.00
	Highly skilled supervision (Levels 9-12)	0	7 285	0.00	0	0	0.00
	Total	0	45 209	0.00	0	0	0.00
Educators	Lower Skilled (Levels 1-2)	0	0	0.00	0	0	0.00
	Skilled (Levels 3-5)	0	209	0.00	0	0	0.00
	Highly skilled production (Levels 6-8)	0	28 887	0.00	0	0	0.00
	Highly skilled supervision (Levels 9-12)	0	7 016	0.00	0	0	0.00
	Total	0	36 112	0.00	0	0	0.00
Public Service	Lower Skilled (Levels 1-2)	0	3 665	0.00	0	0	0.00
	Skilled (Levels 3-5)	0	4 264	0.00	0	0	0.00
	Highly skilled production (Levels 6-8)	0	979	0.00	0	0	0.00
	Highly skilled supervision (Levels 9-12)	0	269	0.00	0	0	0.00
	Total	0	9 117	0.00	0	0	0.00

Note: The allocation of performance bonuses has been terminated since April 2021/22 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 2023 to 31 March 2024

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 2023 to 31 March 2024

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	0.00	0	0	0.00
Senior Management Service Band B (Level 14)	0	7	0.00	0	0	0.00
Senior Management Service Band C (Level 15)	0	4	0.00	0	0	0.00
Senior Management Service Band D (Level 16)	0	1	0.00	0	0	0.00
<b>Total</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>

Note: The allocation of performance bonuses has been terminated since April 2021/22 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 2023 to 31 March 2024

Personnel Group	Salary Band	1 April 2023		31 March 2024		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Lower skilled (Levels 1-2)	2	1.75	2	1.64	0	0.00
	Skilled (Levels 3-5)	5	4.39	2	1.64	-3	0.00
	Highly skilled production (Levels 6-8)	102	89.47	113	92.62	11	137.50
	Highly skilled supervision (Levels 9-12)	5	4.39	5	4.10	0	0.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>114</b>	<b>100.00</b>	<b>122</b>	<b>100.00</b>	<b>8</b>	<b>100.00</b>
Educators	Lower skilled (Levels 1-2)	0	0.00	0	0.00	0	0.00
	Skilled (Levels 3-5)	5	4.50	2	1.67	-3	0.00
	Highly skilled production (Levels 6-8)	102	91.89	113	94.17	11	122.22
	Highly skilled supervision (Levels 9-12)	4	3.60	5	4.17	1	11.11
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>111</b>	<b>100.00</b>	<b>120</b>	<b>100.00</b>	<b>9</b>	<b>100.00</b>
Public Service	Lower skilled (Levels 1-2)	2	66.67	2	100.00	0	0.00
	Skilled (Levels 3-5)	0	0.00	0	0.00	0	0.00
	Highly skilled production (Levels 6-8)	0	0.00	0	0.00	0	0.00
	Highly skilled supervision (Levels 9-12)	1	33.33	0	0.00	-1	100.00
	Senior Management (Levels 13-16)	0	0.00	0	0.00	0	0.00
	<b>Total</b>	<b>3</b>	<b>100.00</b>	<b>2</b>	<b>100.00</b>	<b>-1</b>	<b>100.00</b>

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.  
78 of the 122 employees are from Zimbabwe and due to legislative provisions, they can be employed in South Africa.

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2023 to 31 March 2024

	Major Occupation	31 March 2023		31 March 2024		Change	
		Number	% of total	Number	% of total	Number	% of total
All Personnel	Labourers and related workers	92	80.70	86	70.49	-6	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	22	19.30	36	29.51	14	175.00
	<b>Total</b>	<b>114</b>	<b>100.00</b>	<b>122</b>	<b>100.00</b>	<b>8</b>	<b>100.00</b>
Educators	Labourers and related workers	90	81.08	84	70.00	-6	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	21	18.92	36	30.00	15	166.67
	<b>Total</b>	<b>111</b>	<b>100.00</b>	<b>120</b>	<b>100.00</b>	<b>9</b>	<b>100.00</b>
Public Service	Labourers and related workers	2	66.67	2	100.00	0	0.00
	Clerks	0	0.00	0	0.00	0	0.00
	Technicians and associated professionals	0	0.00	0	0.00	0	0.00
	Professionals	1	33.33	0	0.00	-1	100.00
	<b>Total</b>	<b>3</b>	<b>100.00</b>	<b>2</b>	<b>100.00</b>	<b>-1</b>	<b>100.00</b>

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.

78 of the 122 employees are from Zimbabwe and due to legislative provisions, they can be employed in South Africa.

### 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 2023 to 31 December 2023

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)	16 007	13 506	84.38	2 164	7.11	7	4	8 095
	Skilled (Levels 3-5)	24 992	20 817	83.29	3 082	10.13	8	5	18 912
	Highly skilled production (Levels 6-8)	154 277	125 724	81.49	20 143	66.21	8	5	205 387
	Highly skilled supervision (Levels 9-12)	47 057	40 429	85.91	5 002	16.44	9	6	93 161
	Senior Management (Levels 13-16)	166	143	86.14	31	0.10	5	4	587
	<b>Total</b>	<b>242 499*</b>	<b>200 619</b>	<b>82.73</b>	<b>30 422</b>	<b>100.00</b>	<b>8</b>	<b>5</b>	<b>326 142</b>
Educators	Lower skilled (Levels 1-2)	0	0	0.00	0	0.00	0	0	0
	Skilled (Levels 3-5)	511	364	71.23	106	0.44	5	2	310
	Highly skilled production (Levels 6-8)	142 940	116 168	81.27	19 148	79.80	7	5	191 192
	Highly skilled supervision (Levels 9-12)	44 537	38 410	86.24	4 742	19.76	9	6	88 244
	Senior Management (Levels 13-16)	0	0	0.00	0	0.00	0	0	0
	<b>Total</b>	<b>187 988</b>	<b>154 942</b>	<b>82.42</b>	<b>23 996</b>	<b>100.00</b>	<b>8</b>	<b>5</b>	<b>279 747</b>
Public service	Lower skilled (Levels 1-2)	16 007	13 506	84.38	2 164	33.68	7	4	8 095
	Skilled (Levels 3-5)	24 481	20 453	83.55	2 976	46.31	8	6	18 601
	Highly skilled production (Levels 6-8)	11 337	9 556	84.29	995	15.48	11	9	14 195
	Highly skilled supervision (Levels 9-12)	2 520	2 019	80.12	260	4.05	10	10	4 917
	Senior Management (Levels 13-16)	166	143	86.14	31	0.48	5	4	587
	<b>Total</b>	<b>54 511</b>	<b>45 677</b>	<b>83.79</b>	<b>6 426</b>	<b>100.00</b>	<b>8</b>	<b>6</b>	<b>46 396</b>

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

\*This figure is 1 689 days lower than what it was in the 2022/23 reporting period.

Table 3.10.2 Incapacity leave (temporary and permanent) for the period 1 January 2023 to 31 December 2023

Group	Salary Band	Total Days	Days with medical certification	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per (sick) employee	Average days per (all) employee	Estimated Cost (R'000) on 261 days
All personnel	Lower skilled (Levels 1-2)	1 928	1 928	100	57	5	34	1	983
	Skilled (Levels 3-5)	4 215	4 215	100	105	10	40	1	3 287
	Highly skilled production (Levels 6-8)	28 076	28 019	100	620	59	45	1	38 990
	Highly skilled supervision (Levels 9-12)	12 555	12 528	100	269	26	47	2	25 137
	Senior Management (Levels 13-16)	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>46 774*</b>	<b>46 690</b>	<b>100</b>	<b>1051</b>	<b>100</b>	<b>45</b>	<b>1</b>	<b>68 397</b>
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0
	Skilled (Levels 3-5)	14	14	100	2	0	7	0	11
	Highly skilled production (Levels 6-8)	24 936	24 879	100	555	68	45	1	34 849
	Highly skilled supervision (Levels 9-12)	12 217	12 190	100	255	31	48	2	24 527
	Senior Management (Levels 13-16)	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>37 167</b>	<b>37 083</b>	<b>100</b>	<b>812</b>	<b>100</b>	<b>46</b>	<b>1</b>	<b>59 387</b>
Public service	Lower skilled (Levels 1-2)	1 928	1 928	100	57	24	34	1	983
	Skilled (Levels 3-5)	4 201	4 201	100	103	43	41	1	3 276
	Highly skilled production (Levels 6-8)	3 140	3 140	100	65	27	48	3	4 141
	Highly skilled supervision (Levels 9-12)	338	338	100	14	6	24	1	609
	Senior Management (Levels 13-16)	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>9 607</b>	<b>9 607</b>	<b>100</b>	<b>239</b>	<b>100</b>	<b>40</b>	<b>1</b>	<b>9 010</b>

Note: \*In comparison to 2022/23 there was an increase of 19 836 in the total number of days used for temporary and permanent incapacity leave. This could be attributed to it being the last year of the sick leave cycle and normal sick leave may be depleted.

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 2023 to 31 December 2023

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)	24 969	11	2 217
	Skilled (Levels 3-5)	38 214	13	3 035
	Highly skilled production (Levels 6-8)	21 921	18	1 190
	Highly skilled supervision (Levels 9-12)	23 773	19	1 220
	Senior Management (Levels 13-16)	1 100	24	46
	<b>Total</b>	<b>109 977*</b>	<b>14</b>	<b>7 708</b>

Group	Salary Band	Total Days taken	Average number of days taken per employee	Number of employees with annual leave
Educators	Lower skilled (Levels 1-2)	0	0	0
	Skilled (Levels 3-5)	0	0	0
	Highly skilled production (Levels 6-8)	328	3	105
	Highly skilled supervision (Levels 9-12)	16 986	18	933
	Senior Management (Levels 13-16)	0	0	0
	<b>Total</b>	<b>17 314</b>	<b>17</b>	<b>1 038</b>
Public Service	Lower skilled (Levels 1-2)	24 969	11	2 217
	Skilled (Levels 3-5)	38 214	13	3 035
	Highly skilled production (Levels 6-8)	21 593	20	1085
	Highly skilled supervision (Levels 9-12)	6 787	24	287
	Senior Management (Levels 13-16)	1 100	24	46
	<b>Total</b>	<b>92 663</b>	<b>14</b>	<b>6 670</b>

Note: The annual leave entitlements and measures in respect of office-based educators make provision for office-based educators to qualify for annual leave of between 22 and 30 days per annum, based on the number of years of service. All institution-based educators are regarded as being on annual leave during institution closure periods. The above table excludes Public Service employees who have taken 22 days during school holidays. \*Employees used 2131 more annual leave days during this reporting period in comparison to 2022/23.

Table 3.10.4 Capped leave for the period 1 January 2023 to 31 December 2023

Group	Salary Band	Total capped leave available as at 24/12/2023	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 24/12/2023	Total capped leave available as at 24/12/2023
All personnel	Lower skilled (Levels 1-2)	80	4	1	4	6	70
	Skilled (Levels 3-5)	29 000	3 436	62	55	538	24 680
	Highly skilled production (Levels 6-8)	71 329	6 970	208	34	1 474	57 284
	Highly skilled supervision (Levels 9-12)	219 536	29 596	687	43	3 651	191 428
	Senior Management (Levels 13-16)	1 119	0	0	0	16	1 119
	<b>Total</b>	<b>321 064</b>	<b>40 006*</b>	<b>958</b>	<b>42</b>	<b>5 685</b>	<b>274 581</b>
Educators	Lower skilled (Levels 1-2)	0	0	0	0	0	0
	Skilled (Levels 3-5)	29	0	0	0	2	124
	Highly skilled production (Levels 6-8)	55 137	5305	167	32	1 191	43 280
	Highly skilled supervision (Levels 9-12)	216 284	28921	677	43	3 599	189 111
	Senior Management (Levels 13-16)	0	0	0	0	0	0
	<b>Total</b>	<b>271 450</b>	<b>34 226</b>	<b>844</b>	<b>41</b>	<b>4792</b>	<b>232 515</b>
Public service	Lower skilled (Levels 1-2)	80	4	1	4	6	70
	Skilled (Levels 3-5)	28 971	3 436	62	55	536	24 556
	Highly skilled production (Levels 6-8)	16 192	1 665	41	41	283	14 004
	Highly skilled supervision (Levels 9-12)	3 252	675	10	68	52	2 317
	Senior Management (Levels 13-16)	1 119	0	0	0	16	1 119
	<b>Total</b>	<b>49 614</b>	<b>5 780</b>	<b>114</b>	<b>51</b>	<b>893</b>	<b>42 065</b>

Note: \*In comparison to 2022/23 there have been 5495 less days used as capped leave.

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 2023 to 31 March 2024

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	83 836	602	139
Current leave pay-outs on termination of service 2022/23	8745	272	32
<b>Total</b>	<b>92 581</b>	<b>874</b>	<b>106</b>

Note: A nett total of 272 employees received annual leave pay-outs. 112 Employees received both capped and current leave pay-outs.

### 3.11 HIV/AIDS & Health Promotion Programmes

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Educators and Support Staff (school nurses, cleaning staff, educators in laboratories, engineering and school secretaries)	Covid-19 brochures, advocacy material and awareness- raising were distributed online. Each education institution has a health and safety committee.

Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Director: Strategic People Management (vacant post)
2. Does the department have a dedicated unit, or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		<p>The WCED Employee Health &amp; Wellness Programme has four officials responsible for this programme;</p> <p>1 x Deputy Director (vacant post),                      1 x Assistant Director,                      1 x Human Resource Practitioner (vacant post) and                      1 x Human Resource Clerk (vacant post)</p> <p>The sub-directorate has Three (3) officials responsible for the programme on Assistant-Director level, Practitioner, Admin Clerk who must co-ordinate delivery and arrange interventions and services against the objectives of the programme across all districts of the WCED.</p> <p>In addition to the Three (3) officials, one (1) graduate intern was appointed to assist with the promotion of health and wellness.</p>

Question	Yes	No	Details, if yes
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		<p>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:            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> <p>Ongoing information on health impacting diseases and the maintenance of a healthy lifestyle.</p>
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme. (continued)	X		<p>During the reporting period, ninety-six (96) psycho-social training interventions were arranged, reaching two thousand seven hundred (2700) employees; one thousand five hundred and sixty-six (1566) individual counselling sessions took place; and thirty-one (31) Trauma debriefing sessions were conducted which reached a total of six hundred and thirty-two (632) employees.</p>
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		<p>The Department has a PILIR and Wellness Task Team in place who meets on a quarterly basis, consisting of employee and employer representatives:</p> <p>Various representatives within the Chief Directorate: People Management Practices and union representatives from:            SADTU x 4;            CTU-ATU - 4</p>
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		<p>The WCED implemented the Employee Health and Wellness Transversal Policy of the Western Cape Government (WCG).</p> <p>Employees are referred to the Employee Health and Wellness Programme for further assistance with regards to discrimination and their rights. WCED continuously using the WCG Transversal Policy.</p>

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		The WCED 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.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved. (continued)	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.
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		The following measures are in place: A service provider is in place to provide EHW 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.
Other advocacy initiatives include the 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 Employee Wellbeing Webinar, which was held virtually via Youtube on Saturday, 14 October 2023, from 08:45 to 12:45 which has garnered 1933 views so far. The EHW Strategy was drafted and routed for approval by the HOD, who signed it off on 13 February 2024. Developed Employee Health and Wellness Operational Plans for 2023/2024, 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; Stress and Work-life balance; Yoga and Your Health; Mindfulness; Diversity Management; Cancer Awareness; Empowering Men from within; Empowering Women from within; 16 Days of Activism; Movement for Health and Family Time – Planning for Vacations.			

### 3.12 Labour Relations

Table 3.12.1 Collective agreements for the period 1 April 2023 to 31 March 2024

Total number of Collective agreements	1
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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 2023 to 31 March 2024

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	60	10.6
Verbal warning	0	0
Written warning	1	1
Final written warning	230	40.7
Suspension without pay	36	8.7
Fine	158	28
Demotion	0	0
Dismissal/ Abscondence	34	6
Not guilty	17	3
Case withdrawn	14	2
<b>Total</b>	<b>550</b>	<b>100</b>

Note:  
Outcomes of disciplinary hearings refer to matters addressed at formal disciplinary hearing 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 are more than the types of misconduct addressed at hearings in Table 3.12.3.

Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2023 to 31 March 2024

Type of misconduct	Number	% of total
Theft, bribery, fraud, or corruption regarding examinations	1	0
Sexual assault on learner	13	4
Sexual assault on another employee	2	0.6
Sexual relationship with a learner of the same school	1	0
Serious assault with intent to cause grievous bodily harm to a learner or student	0	0
Serious assault with intent to cause grievous bodily harm to another employee	0	0
Illegal possession of an intoxicating illegal or stupefying substance	0	0
Fails to comply with or contravenes an Act or any other statute, regulation or legal obligation	8	3
Wilfully or negligently mismanages the finances of the State	9	3
Misuse of state property	5	2
Unjustifiably prejudices the administration, discipline or efficiency of the Department	2	0.6
Misuses his or her position in the Department of Education to promote or prejudice the interest of any person	0	0
Accepts second employment and/or compensation without written approval from the Employer	1	0
Fails to carry out a lawful order and/or routine instruction	3	0.9
Absenteeism	13	4
Discrimination	0	0
Poor performance, for reasons other than incapacity	0	0
While on duty, is under the influence of an intoxicating substance	4	1
Improper, disgraceful and unacceptable conduct	50	16
Assaults, or attempt to or threatens to assault	162	53
Victimisation and/or intimidation	0	0
Give false statements or evidence in the execution of duties, and/or falsification of records	1	0
Unlawful industrial action	0	0

Type of misconduct	Number	% of total
Common law or statutory offence (theft, fraud and corruption)	13	4
Dishonesty	7	2
Abscondment	13	4
<b>Total</b>	<b>308</b>	<b>100</b>

Note: A total of 1059 cases were reported during the period 1 April 2023 to 31 March 2024 and 1066 cases were finalised. 295 of 1066 cases were referred and finalised at a formal disciplinary hearing. 13 employees were dismissed due to operation of law (abscondment).

Table 3.12.4 Grievances logged for the period 1 April 2023 to 31 March 2024

Grievances lodged	Number	% of Total
Number of grievances resolved	163	62
Number of grievances not resolved	98	38
<b>Total number of grievances lodged</b>	<b>261</b>	<b>100</b>

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 2023 to 31 March 2024

Disputes lodged with Councils	Number	% of Total
Number of disputes upheld	26	22
Number of disputes dismissed	90	78
<b>Total number of disputes lodged</b>	<b>116</b>	<b>100</b>

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. There is an increase of 31 cases in this reporting period. Most cases 23% related to interpretations of collective agreements, 19% related to non-renewal of contracts, and 15% related to unfair labour practices (benefits). The rest were lodged for alleged unfair dismissals due to misconduct and unfair labour practices (promotion).

Table 3.12.6 Strike actions for the period 1 April 2023 to 31 March 2024

Strike actions	Number
No. Strikes during this period	0

Note: There were 0 strikes during the 2023/24 financial year. Consequently, there is no Leave Without Pay (LWP) costs implications to report for the said financial year.

Table 3.12.7 Precautionary suspensions for the period 1 April 2023 to 31 March 2024

Precautionary suspensions	Number
Number of Public Servants suspended	1
Number of Educators suspended	8
Number of public servants whose suspension exceeded 30 days	1
Number of educators whose suspension exceeded 90 days	4
Average number of days suspended	93
Cost (R'000) of suspensions	1 093 093.28

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. All 9 matters were sexual related where learners were the victims/witnesses. These matters are protracted because learners are not always psychologically ready to testify. This is the reason for exceeding the respective 30- and 90-day periods. Inquiry by arbitrators is dealt by the relevant Bargaining Council and the WCED has no control over the set down dates.

### 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 2023 to 31 March 2024

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	3 458	0	4 966	0	4 966
	Male	2 587	0	5 275	0	5 275
Professionals	Female	22 503	0	17 060	0	17 060
	Male	6 882	0	8 325	0	8 325
Technicians and associate professionals	Female	340	0	554	0	554
	Male	238	0	520	0	520
Clerks	Female	2 432	0	2 417	0	2 417
	Male	500	0	1 068	0	1 068
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Labourers and related workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2 342	0	250	0	250
	Male	3 009	0	856	0	856
Sub Total	Female	31 075	0	25 247	0	25 247
	Male	13 216	0	16 044	0	16 044
<b>Total</b>		<b>44 291</b>	<b>0</b>	<b>41 291</b>	<b>0</b>	<b>41 291</b>
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, by categorising the employment group and salary levels.

\*\*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 collective number of planned training interventions per occupation is as follows:

1. Legislators, senior officials and managers: 92
2. Professionals: 227
3. Technicians and associate professionals: 37
4. Clerks: 52; and
5. Elementary: 14

Table 3.13.2 Training provided for the period 1 April 2023 to 31 March 2024

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	3 467	0	4 945	0	4 945
	Male	2 598	0	3 769	0	3 769
Professionals	Female	24 015	0	22 580	0	22 580
	Male	7 463	0	5 757	0	5 757
Technicians and associate professionals	Female	274	0	189	0	189
	Male	168	0	92	0	92
Clerks	Female	2 569	0	1 927	0	1 927
	Male	583	0	727	0	727
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers, 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	2 378	0	250	0	250
	Male	3 048	0	479	0	479
Sub Total	Female	32 703	0	29 891	0	29 891
	Male	13 860	0	10 824	0	10 824
<b>Total</b>		<b>46 563</b>	<b>0</b>	<b>40 715</b>	<b>0</b>	<b>40 715</b>
Employees with disabilities *	Female	0	0	0	0	0
	Male	0	0	0	0	0

Note:

\*The Occupational categories are grouped occupations with the Organizing Framework of Occupations, used by the various respective Sector Education and Training Authorities, within South Africa. The Legislators, senior officials and managers occupational category, will include institution-based post of Principals, Deputy-Principals, Departmental Heads, including various office-based manager posts.

\*\*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 of beneficiaries is almost on par with the total number of planned beneficiaries, compared with the training identified for said 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 2023 to 31 March 2024

	Nature of injury on duty			Nature of injury on duty			Nature of injury on duty				
	Number	% of total		Number	% of total		Number	% of total			
All Personnel	Required basic medical attention only	48	68.57	Educators	Required basic medical attention only	29	85.29	Public Service	Required basic medical attention only	19	52.78
	Ankle	1	1.43		Ankle	0	0.00		Ankle	1	2.78
	Back	6	8.57		Back	3	8.82		Back	3	8.33
	Breast	0	0.00		Breast	0	0.00		Breast	0	0.00
	Chest	0	0.00		Chest	0	0.00		Chest	0	0.00
	Eye	0	0.00		Eye	0	0.00		Eye	0	0.00
	Finger	3	4.29		Finger	2	5.88		Finger	1	2.78
	Foot	5	7.14		Foot	3	8.82		Foot	2	5.56
	Fracture	4	5.71		Fracture	1	2.94		Fracture	3	8.33
	Hand and Arm	7	10.00		Hand and Arm	5	14.71		Hand and Arm	2	5.56
	Head	6	8.57		Head	3	8.82		Head	3	8.33
	Knee	4	5.71		Knee	3	8.82		Knee	1	2.78
	Leg	4	5.71		Leg	3	8.82		Leg	1	2.78
	Neck	3	4.29		Neck	3	8.82		Neck	0	0.00
	Nose	2	2.86		Nose	0	0.00		Nose	2	5.56
	Shoulder	2	2.86		Shoulder	2	5.88		Shoulder	0	0.00
	Soft Tissue	0	0.00		Soft Tissue	0	0.00		Soft Tissue	0	0.00
	Toe	1	1.43		Toe	1	2.94		Toe	0	0.00
	Temporary disablement	22	31.43		Temporary disablement	5	14.71		Temporary disablement	17	47.22
	Foot	3	4.29		Foot	2	5.88		Foot	1	2.78
	Head	1	1.43		Head	0	0.00		Head	1	2.78
	Shoulder	3	4.29		Shoulder	0	0.00		Shoulder	3	8.33
	Chest	0	0.00		Chest	0	0.00		Chest	0	0.00
	Ankle	5	7.14		Ankle	3	8.82		Ankle	2	5.56
	Back	2	2.86		Back	0	0.00		Back	2	5.56
	Eye	0	0.00		Eye	0	0.00		Eye	0	0.00
	Finger	0	0.00		Finger	0	0.00		Finger	0	0.00
	Hand and Arm	0	0.00		Hand and Arm	0	0.00		Hand and Arm	0	0.00
	Knee	1	1.43		Knee	0	0.00		Knee	1	2.78
	Leg	3	4.29		Leg	0	0.00		Leg	3	8.33
	Neck	4	5.71		Neck	0	0.00		Neck	4	11.11
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			
<b>Total</b>	<b>70</b>	<b>100.00</b>	<b>Total</b>	<b>34</b>	<b>100.00</b>	<b>Total</b>	<b>36</b>	<b>100.00</b>			
Percentage of total employment		0.15*	Percentage of total employment		0.07	Percentage of total employment		0.08			

Note: \*During the 2023/24 period this figure decreased by 0,15%. It was 0.30% in 2022/23.

### 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 2023 to 31 March 2024

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

Table 3.15.2 Consultant appointments using Donor funds for the period 1 April 2023 to 31 March 2024

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

Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2023

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 2023 to 31 March 2024

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			