



## PART FOUR: HUMAN-RESOURCE OVERSIGHT STATISTICS

### HUMAN-RESOURCE OVERSIGHT STATISTICS



## **INTRODUCTION**

Three areas underpin the main services provided by GCIS to its clients:

1. The conceptualisation, formulation, communication and implementation of the Government Communication Strategy, which is supported by two subprocesses:

- identification of public information needs
- identification of government's communication needs.

2. The second process is that of co-ordination and strategic support. This works at two levels:

- national, provincial and local government communicators
- political principals.

This process refers to the development of government communication strategies (based on public information needs and government communication needs), the establishment of communication structures, the role of government spokespersons, the development of communication products and the servicing of political principals.

3. The third refers to the actual communication and implementation aspects. This works at two levels:

- the role GCIS plays in relation to advising on staffing and structure
- the development of products and the rendering of services.

## HR OVERSIGHT STATISTICS - APRIL 2007 to MARCH 2008

### Government Communication and Information System

**TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS**

Main services	Actual/potential customers	Standard of service	Actual achievements against standards
1. Formulating and administration of media policy.	Media.	Media policies developed and properly administered.	The Media Development and Diversity Agency (MDDA) Act, 2002 (Act 14 of 2002), was developed and is being fully implemented. The MDDA seeks to promote media diversity in the country.
2. Media monitoring.	The Presidency, government departments and ministers.	To conduct daily media monitoring.	Daily media monitoring is being done and reports submitted to all relevant stakeholders for implementation and follow-up.
3. Conducting surveys to assess impact and reach of communication (pre-and post-testing).	Government.	Surveys conducted, resulting in recommendations to improve government communication.	Surveys were conducted by the Research Unit and results presented to all the stakeholders.
4. Conducting public information and communication needs studies.	Public, government.	Information and communication needs studies conducted. Results incorporated into products and services provided to all stakeholders.	Public information needs and communication preference studies were done through regional offices, Thusong Service Centres.
5. Providing communication and information research advice.	Government.	Effectiveness of research-based initiatives (impact on government communication) established through monitoring and analysis.	18 projects successfully completed and research findings presented.
6. Providing media support services.	Parliament, Cabinet, Press Gallery and ministerial liaison officers (MLOs).	Provided, among other things, through the Information Resource Centre (IRC), information services to Members of Parliament (MPs), the public and the diplomatic corps.	The Parliamentary Office recorded 1 405 (1 127/month) physical visit enquiries, 362 enquiries requiring more than two hours attention and a total of 6 858 (623/month) telephone enquiries and 344 (31/month) requests for bulk publications during the period April 2007 to March 2008. During this period, 87 758 publications were distributed of which 27 868 were to MPs (Dec/Jan were combined into one month).
		Provided strategic and administrative support to the Presidential Press Corps and MLOs and media liaison for key events consistent with the Government's Communication Strategy.	Done.

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**TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS – continues**

Main services	Actual/potential customers	Standard of service	Actual achievements against standards
7. Arrange fortnightly pre-Cabinet and post-Cabinet meetings.	Media, government communicators.	Arranged pre-Cabinet and post-Cabinet briefings to ensure government's work is communicated to the public.	Done, biweekly, including a post-Cabinet Lekgotla briefing.
8. Holding parliamentary briefing weeks every second month.	Media, diplomats and general public.	Arranged parliamentary media briefing weeks after the State of Nation Address (SoNA) and every two months by each cluster chairperson.	Four Programme of Action (PoA) briefings and one SoNA briefing.
9. Assisting South African missions to develop communication capacity.	Department of Foreign Affairs.	Effective information flow through the Department of Foreign Affairs and International Marketing Council (IMC).	On a weekly basis.
10. Providing secretarial services, content and leadership to the Government Communicators' Forum (GCF).	Government communicators.	At least three GCF meetings annually.	The first meeting of the current financial year will take place on 12 August 2008. The meeting will largely be looking at planning the communication programme of government and reviewing progress since the last GCF.
11. Accrediting foreign journalists.	Foreign journalists and opinion-makers.	To accredit foreign journalists and media whenever there are international events.	Done.
12. Developing media communication strategies for government campaigns.	All government departments.	Communication strategies developed and approved by the communication clusters.	Thirteen communication strategies and nine key messages for government campaigns developed across five government communication clusters and approved. Fortnightly Bua Briefs produced.
13. Developing content strategy and messages for government information products.	Government.	Content strategy and messages developed for government information products.	Content and key messages for government campaigns developed on request.
14. Developing content and key messages for products for transversal campaigns.	Government.	Content and key messages developed for transversal campaigns products.	Content and key messages for SoNA, PoA, national commemorative days, 16 Days of Activism, attacks on foreign nationals and release of crime stats done.
15. Managing and co-ordinating training of government and state-owned enterprises' (SoEs) communication officers.	Communicators and MLOs in all spheres of government and SoEs.	Communication officers completing the training they registered for with the institutions and improving on service delivery.	Communication training plans and programmes developed and training, including listing of training offered by service-providers, communicated to the target audience as and when necessary.
16. Monitoring, evaluating and analysing print and electronic media.	The Presidency and all ministries.	Print and electronic media monitored, evaluated and analysed.	Done on a weekly basis.

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**TABLE 1.1 MAIN SERVICES FOR THE SERVICE-DELIVERY IMPROVEMENT AND STANDARDS – continues**

Main services	Actual/potential customers	Standard of service	Actual achievements against standards
17. Developing marketing, advertising and distribution strategies.	The Presidency and all ministries.	Marketing, advertising and distribution strategies developed and implemented.	Done.
18. Managing and administering bulk-buying.	Government departments, The Presidency and Thusong Service Centres.	Media bulk-buying properly managed and administered.	Done. There are, however, areas that require improvements. These are being addressed through the transformation of the marketing, advertising and communication industry.
19. Developing a distribution network.	Government departments and Thusong Service Centres.	Distribution networks developed.	Done. Distribution models have been adapted to facilitate more effective reach. Printed products are distributed to LSM 1-6 communities at interactive public mobilisation vents and directly to homes.
20. Managing the Corporate Identity (CI) of government.	Government departments and Thusong Service Centres.	CI of government properly managed.	<i>CI Manual</i> has been developed and training workshops will be conducted at all departments next financial year. Additionally, the Corporate Identity Management System (CIMS), enabling departments to internally manage their brand application was developed and implemented. Thirteen departments attended related training sessions. Three national departments were assisted in developing their own brand manuals.
21. Recording footage for broadcast purposes.	Government.	Recordings for radio and television broadcast produced.	59 live radio link-ups were conducted, seven <i>Talk-to-your-Minister</i> programmes, video coverage of 195 events, six adverts produced and 18 video productions completed, 29 radio adverts produced, six radio dramas produced, five radio recordings of events and 13 video products, including adverts, documentaries and inserts produced.
22. Designing and producing publications.	Thusong Service Centres, Cabinet, The Presidency, national government departments.	Government information-related publications designed and produced.	Publications for SoNA, PoA, national orders, 16 Days of Activism, Women's Month and other departmental requests produced.
23. <i>Government Online</i> – Government Information and Government Services websites.	Government, public, media, business, international community.	Government website properly managed.	The Government Information Website is updated on a daily basis. The annual review of content on the Government Services Website was completed and information that had changed was translated into all official languages.
24. Disseminating information.	Government, public, international community.	Government information disseminated.	Done through <i>BuaNews</i> and other information-dissemination media as well as through the activities of the Information Centre.
25. Developing products for transversal campaigns.	Public, private sector, NGOs.	Products for transversal campaigns developed.	Done through the development of multimedia products for, among other things, the national commemorative days, SoNA, PoA and the 16 Days of Activism Campaign.
26. Photographic and video assignments of transversal campaigns.	The Presidency, government departments and GCIS.	Photographs and videos taken for transversal campaigns.	Photographs and videos taken for transversal campaigns.
27. Professional Certificate in Government Communication and Marketing (PCGCM).	Government communication officers at national, provincial levels and parastatals.	Empower government communicators with communication and marketing skills.	The programme was launched in 2004. By July 2008, 209 (47 in 2004, 40 in 2005, 39 in 2006, 40 in 2007 and 40 in 2008) communication officers had been trained.

TABLE 1.2 CONSULTATION ARRANGEMENTS FOR CUSTOMERS

Type of arrangements	Actual and potential customers	Actual achievements
<p><b>1. Marketing, Advertising and Distribution</b> The directorate markets the services GCIS provides to departments, e.g. media bulk-buying.</p>	<p>The Presidency, ministers, government departments, all government communicators, ministerial liaison officers (MLOs) and media.</p>	<p>Clients' needs are addressed through consultation. This promotes understanding of GCIS' roles and responsibilities in enhancing government communication to help further consolidate democracy and take the country to a higher growth and development path.</p>
<p><b>2. Cluster meetings</b> Convene and provide strategic direction to communication clusters, and help assess the communication environment.</p>	<p>Heads of communication (HoCs) and MLOs.</p>	<p>Cluster meetings continue to be convened as per schedule and strategic support provided.</p>
<p><b>3. Government Communicators' Forum (GCF)</b> The GCF provides strategic direction to communicators. It helps develop communication strategies in line with the overall strategy. It helps communicators assess the environment and their communication needs. To ensure improved services, key performance indicators are used.</p>	<p>HoCs and MLOs.</p>	<p>Based on the regular interaction and frequent assessment of the broader implementation of the work of government, there is increased communication with the public. Although there is visible progress, there is still a lot of work to be done through structures like the GCF and other communication forums.</p>
<p><b>4. Project Desk</b> The Project Desk is a single entry point for clients to source GCIS expertise for the communication of government's programmes and policies.</p>	<p>Government departments.</p>	<p>Scoping meetings with clients before and after projects ensure that clients' needs are fully understood and met. A post-project client questionnaire gives feedback on GCIS service. Exit reports for transversal projects are compiled to draw lessons for improved future output.</p>
<p><b>5 Thusong Service Centres (previously called multi-purpose community centres)</b> GCIS is establishing Thusong Service Centres in every district as one-stop government service centres. They promote community development and participation and provide feedback on what information the public requires.</p>	<p>South African public.</p>	<p>By March 2008, 123 Thusong Service Centres had been established in all provinces. Clients are also consulted through GCIS' nine provincial offices and 27 Thusong Service Centres were established during the past year. This form of unmediated interaction with the public ensures first-hand feedback from the public themselves on their government information needs. This assists GCIS in tailor-making products to meet the needs of the public.</p>

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**TABLE 1.2 CONSULTATION ARRANGEMENTS FOR CUSTOMERS**

Type of arrangements	Actual and potential customers	Actual achievements
<p><b>7. Electronic Information Resources</b> The unit provides advice and support to departments and provinces regarding website publishing to contribute towards improved professionalism of government websites.</p>	Government departments and provinces.	Ad hoc support was provided to government departments and provinces to ensure improved professionalism of government websites in terms of functionality and usability.
<p><b>8. Research</b> The Directorate: Research provides advice and support to other government departments on communication research.</p>	Government departments.	Communication research advice was provided and research projects outsourced and managed on behalf of government departments to enhance effectiveness in government communication.

**TABLE 1.3 SERVICE DELIVERY ACCESS STRATEGY**

Access strategy	Actual achievements
<p>1. <i>Government Online</i> – Government Information and Government Services websites</p>	<p>The intended users of the website are South African citizens, government, media and the international community. Intermediaries (such as Thusong Service Centres), assist in facilitation use of the website by those unable to directly use the Internet. The Government Information Website was updated on a daily basis to keep up with the latest information on government and its Programme of Action. Usage statistics increased from 13 478 302 page views in the previous year to 17 564 339 in 2007/08. The Government Services Website was updated with information as provided by government departments. Usage statistics totalled 4 474 438 page views (compared to 2 678 552 during 2006/07).</p>
<p>2. Establishment of Thusong Service Centres (multi-purpose community centres).</p>	<p>27 were established in 2007/08 and 123 were operational by March 2008. They play an important role in providing government-related information and services to the public and especially those at grassroots level. A seven-point improvement plan has been developed largely in partnership with the Department of Public Service and Administration to clean up the first generation of Thusong Service Centres.</p>
<p>3. Establishment of information resource centres (IRCs).</p>	<p>GCIS has established IRCs in all regional offices around the country to make government-related information more accessible to the public.</p>
<p>4. The publishing of information directories and <i>Faces of Government</i> wall chart.</p>	<p>GCIS produces four directories and a wall chart on an annual basis. They are:</p> <ul style="list-style-type: none"> <li>• <i>Directory of Contacts</i></li> <li>• <i>Media Directory</i></li> <li>• <i>Profile Directory</i></li> <li>• <i>South African Government Directory</i> (twice annually)</li> <li>• <i>Faces of Government</i> wall chart.</li> </ul>

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**TABLE 1.3 SERVICE-DELIVERY ACCESS STRATEGY**

Access strategy	Actual achievements
5. Government and Media Liaison.	Has successfully built up BuaNews as an effective government news agency, which disseminates government news and information to community media, mainstream media and the international media electronically.
7. Information Centre.	The centre handles all enquiries from various clients in a variety of formats. It distributes government and related information and provides government contact information and profiles electronically and in hard copy.
8. <i>Vuk'uzenzele</i> magazine.	It is accessible online at <a href="http://www.info.gov.za/vukuzenzele/">www.info.gov.za/vukuzenzele/</a> . It is updated and published every second month, each time the hard copy is published. To date, the magazine has seen 18 editions since its launch in September 2005. During this period, 9,5 million copies were published in all official languages.
9. Communication Centre.	The <i>Early Morning Edition of the Daily News Report</i> (a summary of broadcast news and current affairs programmes) is now compiled during the night and is available early to enable government communicators to respond to news reports. The <i>Daily News Report</i> as well as the selection of cuttings are available at 7:30 and set the agenda for the Rapid Response discussions.

**TABLE 1.4 SERVICE INFORMATION TOOL**

Type of information tool	Actual achievements
1. Thusong Service Centres.	GCS has established 123 Thusong Service Centres around the country. These centres play an important role in providing government-related information to the public and especially those at grassroots level.
2. Government directories and wall chart.	GCS produces information directories and a wall chart, which are distributed widely to the public both electronically and in hard copy. They are: <ul style="list-style-type: none"> <li>• <i>Directory of Contacts</i></li> <li>• <i>Media Directory</i></li> <li>• <i>Profile Directory</i></li> <li>• <i>South African Government Directory</i></li> <li>• <i>Faces of Government</i> wall chart.</li> </ul>
3. Government Communicators' Forum (GCF).	The GCF meets three times a year to discuss the communication and information needs of government communicators.
4. <i>Government Online</i> – Government Information and Government Services websites.	The Government Information Website was updated on a daily basis to keep up with the latest information on government and its Programme of Action. It provided, among other things, information on government structures and functions, contact information, speeches and media statements, government documents such as Acts and Bills, tender bulletins and links to government and other related websites. The Government Services Website provided information about government services offered to citizens, organisations, businesses and foreign nationals.



TABLE 1.4 SERVICE INFORMATION TOOL – continues

Type of information tool	Actual achievements
5. <i>Vuk'uzenzele</i> .	<p>For five editions of the magazine, 16 million copies (32 pages) were printed. For the sixth edition, two million copies (48 pages) were printed. To date, 18 editions have been printed and distributed nationwide.</p> <p>A web version is also available on <i>Government Online</i> (<a href="http://www.gov.za">www.gov.za</a>).</p> <p>The magazine is printed in all official languages and is also available in the Braille version to cater for the visually impaired groups.</p>
6. Communication Centre.	<p>The Communication Centre aims to inform government of events that receive media coverage and of the reported perceptions related to these events. Products are electronically distributed to the Government and media.</p> <p>They are:</p> <ul style="list-style-type: none"> <li>• the <i>Diary of Government Activity</i>: an index of media briefings, conferences and other important communication opportunities for government communicators, issued daily</li> <li>• the <i>Daily News and Actuality Report</i>: a summary of broadcast news coverage issued three times daily to keep clients abreast of developments in the communication environment</li> <li>• the <i>Selection of Cuttings</i>: a selection of 40 pages featuring cuttings from the national newspapers, compiled to give an overview of the main issues in the print media for the day</li> <li>• national and regional newspaper clippings: an average of 600 articles relevant to government departments' line functions are scanned and e-mailed to clients daily.</li> </ul> <p>Transcriptions and DVD/CD copies of broadcasts are supplied on request.</p>
7. Information Call Centre.	<p>The centre handles all enquiries from various clients in a variety of formats.</p> <p>It responds to clients with:</p> <ul style="list-style-type: none"> <li>• legislation, regulations, policy and other documents and speeches in hard copy or electronic format</li> <li>• information, forms and contacts for government services</li> <li>• referrals to relevant contacts within government departments and parastatals.</li> </ul>



TABLE 1.5 COMPLAINTS MECHANISM

Complaint mechanism	Actual achievements
1. Government Communicators' Forum (GCF).	The GCF is convened three times a year and in some cases it can also be convened four times annually to provide strategic direction, guidance and support to communicators and help them assess implementation and provide practical advice on communication issues. The GCF also brings an opportunity for the CEO of GCIS to inform communicators about the strategic priorities as adopted by the Government and to get feedback on various makgotla decisions.
2. Project Desk (PD).	PD uses a client-satisfaction questionnaire, which provides for positive and negative feedback as well as suggestions, and which clients are required to complete upon closure of the project or service rendered. Project team meetings also provide a platform for direct expression of dissatisfaction by the clients. In addition to the above, the questionnaire is in a process of being refined, as part of the overall <i>GCIS Project Management (PM) Handbook</i> review to better inform client-liaison strategies and PM practices. After the completion of every project, closure workshops are held, whereby the client is represented. The output thereof is an exit report. The report addresses issues such as the project constraints, team performance, lessons learnt and recommendations.
3. Communication clusters.	The clusters meet on a monthly basis to look into the communication programme of government and to strengthen integration of messages and co-ordinated planning on all issues relating to the strategic communication of government service delivery. During these meetings, the different departments are also afforded an opportunity to raise issues or any challenges they experience and these are dealt with as a matter of urgency.
4. Pre-Cabinet briefings	The briefings assist government to be proactive in its communication and to plan better for all communication around Cabinet decisions. During these pre-Cabinet meetings, GCIS consults with all stakeholders and address any challenges that may impact on the work of pre-Cabinet.
5. Call Centre.	All queries received via the Call Centre are forwarded to the relevant sections for response and there is follow-up to ensure that they have been addressed.
6. Communication Service Agency	Any queries related to production are referred to the responsible units for their attention and response. Problems are also brought to the attention of the relevant supervisors for follow up and to provide solutions. Some challenges are escalated to senior management and production meetings which are held weekly.



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TABLE 2.1 - Personnel costs by programme

Programme	Total voted expenditure (R'000)	Compensation of employees expenditure (R'000)	Training expenditure (R'000)	Professional and special services (R'000)	Compensation of employees as percent of total expenditure	Average compensation of employees cost per employee (R'000)	Employment
P1: Administration	105,706	54,347	3,272	0	51.4	127	428
P2: Policy and Research	17,966	5,065	124	0	28.2	12	428
P3: Government and Media Liaison	18,575	12,007	144	0	64.6	28	428
P4: Prov and Local Liaison	45,296	29,700	235	0	65.6	69	428
P5: Communication Service Agency	37,821	11,866	387	0	31.4	28	428
P6: Intern Market and Med Devel	123,087	0	0	0	0	0	428
P7: Government Publication	32,465	3,175	29	0	9.8	7	428
Theft and losses	0	0	0	0	0	0	428
<b>Z=Total as on financial systems (BAS)</b>	<b>380,916</b>	<b>116,160</b>	<b>4,191</b>	<b>0</b>	<b>30.5</b>	<b>271</b>	<b>428</b>

TABLE 2.2 - Personnel costs by salary band

Salary bands	Compensation of employees cost (R'000)	Percentage of total personnel cost for department	Average compensation cost per employee (R)	Total personnel cost for department, including goods and transfers (R'000)	Number of employees
Lower skilled (levels 1-2)	1,268	1.2	105,667	104,246	12
Skilled (levels 3-5)	2,234	2.1	77,034	104,246	29
Highly skilled production (levels 6-8)	31,991	30.7	156,819	104,246	204
Highly skilled supervision (levels 9-12)	34,321	32.9	270,244	104,246	127
Senior management (levels 13-16)	24,145	23.2	603,625	104,246	40
Other	135	0.1	0	104,246	0
Contract (levels 1-2)	64	0.1	7,111	104,246	9
Contract (levels 3-5)	5	0	0	104,246	0
Contract (levels 6-8)	81	0.1	81,000	104,246	1
Contract (levels 9-12)	362	0.3	181,000	104,246	2
Contract (levels 13-16)	2,184	2.1	546,000	104,246	4
Periodical remuneration	3,525	3.4	11,711	104,246	301
<b>TOTAL</b>	<b>100,315</b>	<b>96.2</b>	<b>137,606</b>	<b>104,246</b>	<b>729</b>



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TABLE 2.3 - Salaries, overtime, home-owners allowance (HOA) and medical aid by programme

Programme	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost per programme (R'000)
D: Information Technology	2,706	64.4	0	0	34	0.8	132	3.1	4,201
Dir: News Services	1,970	65.3	105	3.5	25	0.8	61	2	3,016
P1: Information Centre	1,559	72.6	0	0	37	1.7	122	5.7	2,148
P1: CD: Administration	15,340	36.6	8	0	500	1.2	840	2	41,953
P2: CD: Policy and Research	3,295	65.1	0	0	75	1.5	114	2.3	5,065
P3: CD: Media Liaison	5,933	66	52	0.6	201	2.2	304	3.4	8,991
P4: CD: Prov and Local Liaison	19,547	65.8	0	0	460	1.5	1,297	4.4	29,700
P5: CD: Communication Service Agency	6,824	62.2	51	0.5	120	1.1	310	2.8	10,978
P5: SD: Support Services	642	72.3	0	0	22	2.5	35	3.9	888
P7: Government Publication	1,988	62.6	1	0	5	0.2	65	2	3,174
SD: Electronic Information Resources	2,313	68.5	0	0	54	1.6	126	3.7	3,375
SD: Provisioning Administration	1,888	70.7	61	2.3	63	2.4	133	5	2,671
<b>TOTAL</b>	<b>64,005</b>	<b>55.1</b>	<b>278</b>	<b>0.2</b>	<b>1,596</b>	<b>1.4</b>	<b>3,539</b>	<b>3</b>	<b>116,160</b>

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TABLE 2.4 - Salaries, overtime, home-owners allowance (HOA) and medical aid by salary band

Salary bands	Salaries (R'000)	Salaries as % of personnel cost	Overtime (R'000)	Overtime as % of personnel cost	HOA (R'000)	HOA as % of personnel cost	Medical ass. (R'000)	Medical ass. as % of personnel cost	Total personnel cost per salary band (R'000)
Lower skilled (levels 1-2)	845	64.2	0	0	77	5.8	74	5.6	1,317
Skilled (levels 3-5)	1,512	35.6	4	0.1	112	2.6	178	4.2	4,245
Highly skilled production (levels 6-8)	22,138	57	159	0.4	627	1.8	1,720	4.7	38,820
Highly skilled supervision (levels 9-12)	24,171	61.7	115	0.3	439	1.1	1,021	2.6	39,526
Senior management (levels 13-16)	13,459	52.1	0	0	341	1.3	546	2.1	25,849
Other	135	100	0	0	0	0	0	0	135
Contract (levels 1-2)	64	100	0	0	0	0	0	0	64
Contract (levels 3-5)	5	100	0	0	0	0	0	0	5
Contract (levels 6-8)	69	85.2	0	0	0	0	0	0	81
Contract (levels 9-12)	269	74.1	0	0	0	0	0	0	363
Contract (levels 13-16)	1,338	60.1	0	0	0	0	0	0	2,226
Periodical remuneration	0	0	0	0	0	0	0	0	3,529
<b>TOTAL</b>	<b>64,005</b>	<b>55.1</b>	<b>278</b>	<b>0.2</b>	<b>1,596</b>	<b>1.4</b>	<b>3,539</b>	<b>3</b>	<b>116,160</b>



## HR OVERSIGHT STATISTICS - APRIL 2007 to MARCH 2008 Government Communication and Information System

**TABLE 3.1 - Employment and vacancies by programme at end of period**

Programme	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
D: Information Technology, permanent	15	15	0	0
Dir: News Services, permanent	14	11	21.4	0
P1: Information Centre, permanent	13	11	15.4	0
P1: CD: Administration, permanent	104	98	5.8	14
P2: CD: Policy and Research, permanent	20	18	10	0
P3: CD: Media Liaison, permanent	44	39	11.4	0
P4: CD: Prov and Local Liaison, ermanent	157	143	8.9	1
P5: CD: Communication Service Agency, permanent	41	41	0	0
P5: SD: Support Services, permanent	5	5	0	0
P7: Government Publication, permanent	9	8	11.1	1
Sd: Electronic Information Resources, permanent	16	16	0	0
Sd: Provisioning Administration, permanent	24	23	4.2	0
<b>TOTAL</b>	<b>462</b>	<b>428</b>	<b>7.4</b>	<b>16</b>

**TABLE 3.2 - Employment and vacancies by salary band at end of period**

Salary band	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Lower skilled (levels 1-2), permanent	13	12	7.7	0
Skilled (levels 3-5), permanent	29	29	0	0
Highly skilled production (levels 6-8), permanent	223	203	9	0
Highly skilled supervision (levels 9-12), permanent	140	128	8.6	2
Senior management (levels 13-16), permanent	41	40	2.4	1
Contract (levels 3-5), permanent	9	9	0	9
Contract (levels 6-8), permanent	1	1	0	1
Contract (levels 9-12), permanent	2	2	0	2
Contract (levels 13-16), permanent	4	4	0	1
<b>TOTAL</b>	<b>462</b>	<b>428</b>	<b>7.4</b>	<b>16</b>





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**TABLE 3.3 - Employment and vacancies by critical occupation at end of period**

Critical occupations	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Administrative-related, permanent	2	1	50	0
Auxiliary and related workers, permanent	1	1	0	0
Cleaners in offices, workshops, hospitals etc. permanent	12	11	8.3	0
Client information clerks (switchb, receipt, inform clerks), permanent	2	2	0	0
Communication and information-related, permanent	113	105	7.1	4
Finance and economics-related, permanent	9	7	22.2	0
Financial and related professionals, permanent	7	6	14.3	0
Financial clerks and credit controllers, permanent	6	6	0	0
Food services aids and waiters, permanent	2	2	0	0
Head of department/chief executive officer, permanent	1	1	0	0
Human resources and organisat developm and related prof, permanent	5	5	0	0
Human resources clerks, permanent	3	3	0	0
Human resources-related, permanent	4	4	0	0
Language practitioners, interpreters and other commun, permanent	132	118	10.6	1
Library, mail and related clerks, permanent	4	4	0	0
Light vehicle drivers, permanent	2	2	0	0
Logistical support personnel, permanent	3	3	0	0
Material-recording and transport clerks, permanent	12	11	8.3	0
Messengers, porters and deliverers, permanent	5	5	0	0
Other administrat and related clerks and organisers, permanent	20	18	10	0
Other administrative policy and related officers, permanent	6	6	0	0
Other information technology personnel., permanent	11	11	0	0
Printing and related machine operators, permanent	3	3	0	0
Secretaries and other keyboard operating clerks, permanent	45	42	6.7	9
Security officers, permanent	2	2	0	0
Senior managers, permanent	45	44	2.2	2
Trade labourers, permanent	5	5	0	0
<b>TOTAL</b>	<b>462</b>	<b>428</b>	<b>7.4</b>	<b>16</b>

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**TABLE 4.1 - Job evaluation**

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated	Number of posts upgraded	% of upgraded posts evaluated	Number of posts downgraded	% of downgraded posts evaluated
Lower skilled (levels 1-2)	13	0	0	0	0	0	0
Contract (levels 3-5)	9	0	0	0	0	0	0
Contract (levels 6-8)	1	0	0	0	0	0	0
Contract (levels 9-12)	2	0	0	0	0	0	0
Contract (Band A)	2	0	0	0	0	0	0
Contract (Band B)	1	0	0	0	0	0	0
Contract (Band D)	1	0	0	0	0	0	0
Skilled (levels 3-5)	29	2	6.9	2	100	0	0
Highly skilled production (levels 6-8)	223	15	6.7	2	13.3	0	0
Highly skilled supervision (levels 9-12)	140	11	7.9	3	27.3	0	0
Senior Management Service Band A	30	0	0	0	0	0	0
Senior Management Service Band B	9	0	0	0	0	0	0
Senior Management Service Band C	2	0	0	0	0	0	0
<b>TOTAL</b>	<b>462</b>	<b>28</b>	<b>6.1</b>	<b>7</b>	<b>25</b>	<b>0</b>	<b>0</b>

**TABLE 4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded**

Beneficiaries	African	Asian	Coloured	White	Total
Female	3	0	0	1	4
Male	3	0	0	0	3
<b>Total</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>
Employees with a disability	0	0	0	0	0

**TABLE 4.3 - Employees whose salary level exceed the grade determined by job evaluation [i.t.o PSR 1.V.C.3]**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation	No of employees in dept
	0				
	0				
<b>Total</b>	<b>0</b>				
Percentage of total employment	0				0

**TABLE 4.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR 1.V.C.3]**

Beneficiaries	African	Asian	Coloured	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	0	0	0	0



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**TABLE 5.1 - Annual turnover rates by salary band**

Salary band	Employment at beginning of period (April 2007)	Appointments	Terminations	Turnover rate
Lower skilled (levels 1-2), permanent	21	1	4	19
Skilled (levels 3-5), permanent	23	0	0	0
Highly skilled production (levels 6-8), permanent	216	40	23	10.6
Highly skilled supervision (levels 9-12), permanent	125	19	20	16
Senior Management Service Band A, permanent	26	0	2	7.7
Senior Management Service Band B, permanent	12	2	0	0
Senior Management Service Band C, permanent	3	0	1	33.3
Contract (levels 1-2), permanent	0	10	11	0
Contract (levels 3-5), permanent	0	1	0	0
Contract (levels 6-8), permanent	0	1	0	0
Contract (levels 9-12), permanent	0	4	3	0
Contract (Band A), permanent	1	1	0	0
Contract (Band D), permanent	1	0	0	0
<b>TOTAL</b>	<b>428</b>	<b>79</b>	<b>64</b>	<b>15</b>

**TABLE 5.2 - Annual turnover rates by critical occupation**

Occupation	Employment at beginning of period (April 2007)	Appointments	Terminations	Turnover rate
Administrative-related, permanent	6	0	0	0
Cleaners in offices, workshops, hospitals, etc, permanent	10	1	3	30
Client inform clerks (switchb, receipt, inform clerks), permanent	1	0	0	0
Communication and information-related, permanent	97	21	21	21.6
Computer programmers, permanent	1	0	0	0
Finance and economics-related, permanent	10	0	1	10
Financial and related professionals, permanent	6	0	1	16.7
Financial clerks and credit controllers, permanent	6	1	0	0
Food services aids and waiters, permanent	2	0	0	0
Head of department/chief executive officer, permanent	1	0	0	0
Human resources and organisat developm and related prof, permanent	5	1	0	0
Human resources clerks, permanent	3	0	0	0
Human resources-related, permanent	4	0	0	0
Information technology-related, permanent	1	0	0	0



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**TABLE 5.2 - Annual turnover rates by critical occupation – continues**

Occupation	Employment at beginning of period (April 2007)	Appointments	Terminations	Turnover rate
Language practitioners, interpreters and other commun, permanent	125	30	16	12.8
Library, mail and related clerks, permanent	4	0	0	0
Light vehicle drivers, permanent	2	0	0	0
Logistical support personnel, permanent	3	0	0	0
Material-recording and transport clerks, permanent	22	4	9	40.9
Messengers porters and deliverers, permanent	7	0	1	14.3
Other administrat and related clerks and organisers, permanent	20	1	2	10
Other administrative policy and related officers, permanent	7	0	0	0
Other information technology personnel, permanent	10	3	2	20
Printing and related machine operators, permanent	3	0	0	0
Secretaries and other keyboard operating clerks, permanent	36	14	6	16.7
Security officers, permanent	2	0	0	0
Senior managers, permanent	28	3	2	7.1
Trade labourers, permanent	6	0	0	0
<b>TOTAL</b>	<b>428</b>	<b>79</b>	<b>64</b>	<b>15</b>

**TABLE 5.3 - Reasons why staff are leaving the department**

Termination type	Number	Percentage of total resignations	Percentage of total employment	Total	Total employment
Death, permanent	4	6.3	0.9	64	428
Resignation, permanent	36	56.3	8.4	64	428
Expiry of contract, permanent	15	23.4	3.5	64	428
Discharged due to ill health, permanent	1	1.6	0.2	64	428
Dismissal-misconduct, permanent	1	1.6	0.2	64	428
Retirement, permanent	5	7.8	1.2	64	428
Other, permanent	2	3.1	0.5	64	428
<b>TOTAL</b>	<b>64</b>	<b>100</b>	<b>15</b>	<b>64</b>	<b>428</b>

### Resignations as % of employment

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**TABLE 5.4 - Promotions by critical occupation**

Occupation	Employment at beginning of period (April 2007)	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Administrative-related	6	1	16.7	4	66.7
Cleaners in offices, workshops, hospitals, etc.	10	0	0	10	100
Client inform clerks (switchboard, receipt, inform clerks)	1	0	0	1	100
Communication and information-related	97	35	36.1	61	62.9
Community development workers	0	1	0	0	0
Computer programmers	1	1	100	0	0
Finance and economics-related	10	4	40	6	60
Financial and related professionals	6	1	16.7	6	100
Financial clerks and credit controllers	6	3	50	6	100
Food services, aids and waiters	2	0	0	2	100
Head of department/chief executive officer	1	0	0	0	0
Human resources and organisational development & related professions	5	0	0	3	60
Human resources clerks	3	2	66.7	0	0
Human resources-related	4	0	0	3	75
Information technology-related	1	1	100	1	100
Language practitioners, interpreters and other communication	125	13	10.4	67	53.6
Library, mail and related clerks	4	1	25	3	75
Light vehicle drivers	2	0	0	2	100
Logistical support personnel	3	0	0	2	66.7
Material-recording and transport clerks	22	8	36.4	1	4.5
Messengers, porters and deliverers	7	0	0	6	85.7
Other administrative and related clerks and organisers	20	0	0	15	75
Other administrative policy and related officers	7	2	28.6	4	57.1
Other information technology personnel	10	5	50	5	50
Printing and related machine operators	3	0	0	3	100
Secretaries and other keyboard operating clerks	36	3	8.3	21	58.3
Security officers	2	0	0	1	50
Senior managers	28	3	10.7	19	67.9
Trade labourers	6	0	0	6	100
<b>TOTAL</b>	<b>428</b>	<b>84</b>	<b>19.6</b>	<b>258</b>	<b>60.3</b>

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TABLE 5.5 - Promotions by salary band

Salary band	Employment at beginning of period (April 2007)	Promotions to another salary level	Salary level promotions as a % of employment	Progressions to another notch within salary level	Notch progressions as a % of employment
Lower skilled (levels 1-2), permanent	21	0	0	24	114.3
Skilled (levels 3-5), permanent	23	3	13	30	130.4
Highly skilled production (levels 6-8), permanent	216	25	11.6	135	62.5
Highly skilled supervision (levels 9-12), permanent	125	42	33.6	46	36.8
Senior management (levels 13-16), permanent	41	14	34.1	23	56.1
Contract (levels 13-16), permanent	2	0	0	0	0
<b>TOTAL</b>	<b>428</b>	<b>84</b>	<b>19.6</b>	<b>258</b>	<b>60.3</b>

TABLE 6.1 - Total number of employees (incl. employees with disabilities) per occupational category

Occupational categories	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Legislators, senior officials and managers, permanent	9	4	3	16	2	8	1	3	12	2	32
Professionals, permanent	106	17	0	123	13	106	8	5	118	22	277
Clerks, permanent	17	6	0	23	1	48	5	1	54	9	87
Service and sales workers, permanent	2	0	0	2	0	0	0	0	0	0	2
Plant and machine operators and assemblers, permanent	5	0	0	5	0	0	0	0	0	0	5
Elementary occupations, permanent	13	0	0	13	0	11	1	0	12	0	25
<b>TOTAL</b>	<b>152</b>	<b>27</b>	<b>3</b>	<b>182</b>	<b>16</b>	<b>173</b>	<b>15</b>	<b>9</b>	<b>196</b>	<b>33</b>	<b>428</b>

Occupational categories	Male, African	Male, Coloured	Male, Indian	Male, total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Blacks	Female, White	Total
Employees with disabilities	4	1	1	6	1	3	0	0	2	1	10



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TABLE 6.2 - Total number of employees (incl. employees with disabilities) per occupational bands

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Top management, permanent	0	0	1	1	0	1	1	0	2	0	3
Senior management, permanent	11	6	2	19	4	6	0	4	10	4	37
Professionally qualified and experienced specialists and mid-management, permanent	43	7	0	50	9	48	2	3	53	15	127
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	69	13	0	82	3	93	9	2	104	14	203
Semi-skilled and discretionary decision-making, permanent	16	0	0	16	0	11	2	0	13	0	29
Unskilled and defined decision-making, permanent	5	0	0	5	0	7	1	0	8	0	13
Contract (top management), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (senior management), permanent	2	0	0	2	0	1	0	0	1	0	3
Contract (professionally qualified), permanent	2	0	0	2	0	0	0	0	0	0	2
Contract (skilled technical), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (unskilled), permanent	3	1	0	4	0	5	0	0	5	0	9
<b>TOTAL</b>	<b>152</b>	<b>27</b>	<b>3</b>	<b>182</b>	<b>16</b>	<b>173</b>	<b>15</b>	<b>9</b>	<b>197</b>	<b>33</b>	<b>428</b>



TABLE 6.3 - Recruitment

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Senior management, permanent	0	0	0	0	0	1	0	1	2	0	2
Professionally qualified and experienced specialists and mid-management, permanent	5	0	0	5	3	7	0	1	8	3	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	17	0	0	17	1	19	2	0	21	1	40
Unskilled and defined decision-making, permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (senior management), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (professionally qualified), permanent	3	0	0	3	0	1	0	0	1	0	4
Contract (skilled technical), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (semi-skilled), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (unskilled), permanent	3	1	0	4	0	5	1	0	6	0	10
<b>TOTAL</b>	<b>30</b>	<b>1</b>	<b>0</b>	<b>31</b>	<b>4</b>	<b>35</b>	<b>3</b>	<b>2</b>	<b>40</b>	<b>4</b>	<b>79</b>

TABLE 6.4 - Promotions

Occupational bands	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Top management, permanent	1	0	1	2	1	4	1	0	5	0	8
Senior management, permanent	10	5	1	16	4	4	0	3	7	2	29
Professionally qualified and experienced specialists and mid-management, permanent	30	7	1	38	7	29	1	0	30	13	88
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	68	11	0	79	1	61	4	2	67	13	160
Semi-skilled and discretionary decision-making, permanent	12	0	0	12	0	18	3	0	21	0	33
Unskilled and defined decision-making, permanent	12	0	0	12	0	11	1	0	12	0	24
<b>TOTAL</b>	<b>133</b>	<b>23</b>	<b>3</b>	<b>159</b>	<b>13</b>	<b>127</b>	<b>10</b>	<b>5</b>	<b>142</b>	<b>28</b>	<b>342</b>



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	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Employees with disabilities	4	2	1	7	0	2	0	0	2	0	9

**TABLE 6.5 - Terminations**

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Top management, permanent	0	0	0	0	1	0	0	0	0	0	1
Senior management, permanent	1	0	0	1	0	1	0	0	1	0	2
Professionally qualified and experienced specialists and mid-management, permanent	11	0	1	12	1	5	0	0	5	2	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	9	0	0	9	0	10	1	0	11	3	23
Unskilled and defined decision-making, permanent	1	0	0	1	0	3	0	0	3	0	4
Contract (professionally qualified), permanent	1	0	0	1	0	1	0	0	1	1	3
Contract (unskilled), permanent	3	0	0	3	0	6	1	1	8	0	11
<b>TOTAL</b>	<b>26</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>2</b>	<b>26</b>	<b>2</b>	<b>1</b>	<b>29</b>	<b>6</b>	<b>64</b>

**TABLE 6.6 - Disciplinary action**

Disciplinary action	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Disciplinary action	4	0	0	4	0	0	0	0	0	1	5
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

TABLE 6.7 - Skills development

Occupational Categories	Male, African	Male, Coloured	Male, Indian	Male, total Black	Male, White	Female, African	Female, Coloured	Female, Indian	Female, total Black	Female, White	Total
Legislators, senior officials and managers	7	0	3	10	2	5	1	1	7	4	23
Professionals	27	5	1	33	4	28	1	2	31	10	78
Clerks	18	2	0	20	1	41	4	1	46	8	75
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary occupations	3	0	0	3	0	7	0	0	7	0	10
<b>TOTAL</b>	<b>55</b>	<b>7</b>	<b>4</b>	<b>66</b>	<b>7</b>	<b>81</b>	<b>6</b>	<b>4</b>	<b>91</b>	<b>22</b>	<b>186</b>
Employees with disabilities	1	0	0	0	0	1	0	0	0	1	3

TABLE 7.1 - Performance rewards by race, gender and disability

Demographics	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
African, female	82	171	48	1,269	15,477
African, male	65	148	43.9	1,176	18,089
Asian, female	5	9	55.6	147	29,489
Asian, male	2	2	100	124	61,788
Coloured, female	7	15	46.7	159	22,692
Coloured, male	13	26	50	293	22,563
Total blacks, female	94	195	48.2	1,575	16,759
Total blacks, male	80	176	45.5	1,593	19,908
White, female	27	32	84.4	553	20,488
White, male	8	15	53.3	309	38,687
Employees with a disability	6	10	60	120	20,055
<b>TOTAL</b>	<b>215</b>	<b>428</b>	<b>50.2</b>	<b>4,151</b>	<b>19,307</b>



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**TABLE 7.2 - Performance rewards by salary band for personnel below Senior Management Service**

Salary band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Lower skilled (levels 1-2)	7	12	58.3	36	5,143
Skilled (levels 3-5)	21	29	72.4	129	6,143
Highly skilled production (levels 6-8)	84	204	41.2	983	11,702
Highly skilled supervision (levels 9-12)	71	127	55.9	1,318	18,563
Contract (levels 1-2)	0	9	0	0	0
Contract (levels 6-8)	0	1	0	0	0
Contract (levels 9-12)	0	2	0	0	0
<b>TOTAL</b>	<b>183</b>	<b>384</b>	<b>47.7</b>	<b>2466</b>	<b>13475</b>

**TABLE 7.3 - Performance rewards by critical occupation**

Critical occupations	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Administrative-related	3	3	100	59	19,667
Cleaners in offices, workshops, hospitals, etc.	9	11	81.8	46	5,111
Client inform clerks (switchb, recept, inform clerks)	1	1	100	12	12,000
Communication and information-related	61	105	58.1	1,192	19,541
Computer programmers	1	0	0	19	19,000
Finance and economics-related	9	8	112.5	273	30,333
Financial and related professionals	5	5	100	70	14,000
Financial clerks and credit controllers	4	7	57.1	44	11,000
Food services, aids and waiters	1	2	50	5	5,000
Head of department/chief executive officer	0	1	0	0	0
Human resources and organisat developm & related prof	1	5	20	18	18,000
Human resources clerks	2	3	66.7	18	9,000
Human resources-related	2	4	50	29	14,500
Information technology-related	0	1	0	0	0
Language practitioners interpreters & other commun	33	125	26.4	442	13,394
Library, mail and related clerks	3	4	75	26	8,667
Light vehicle drivers	2	2	100	11	5,500
Logistical support personnel	2	3	66.7	27	13,500
Material-recording and transport clerks	6	12	50	53	8,833
Messengers porters and deliverers	2	6	33.3	10	5,000
Other administrat and related clerks and organisers	12	18	66.7	112	9,333
Other administrative policy and related officers	3	7	42.9	41	13,667

TABLE 7.3 - Performance rewards by critical occupation – continues

Critical occupations	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)
Other information technology personnel	4	12	33.3	72	18,000
Printing and related machine operators	3	3	100	18	6,000
Secretaries and other keyboard operating clerks	20	42	47.6	208	10,400
Security officers	1	2	50	6	6,000
Senior managers	22	30	73.3	1,322	60,091
Trade labourers	3	6	50	19	6,333
<b>TOTAL</b>	<b>215</b>	<b>428</b>	<b>50.2</b>	<b>4,152</b>	<b>19,312</b>

TABLE 7.4 - Performance-related rewards (cash bonuses) by salary band for Senior Management Service (SMS)

SMS band	Number of beneficiaries	Total employment	Percentage of total employment	Cost (R'000)	Average cost per beneficiary (R)	% of SMS wage bill	Personnel cost SMS (R'000)
Band A	21	31	67.7	848	4,038	5.2	16,307
Band B	7	9	77.8	489	6,986	7.2	6,823
Band C	4	3	133.3	350	8,750	11.9	2,935
Band D	0	1	0	0	0	0	0
<b>TOTAL</b>	<b>32</b>	<b>44</b>	<b>72.7</b>	<b>1,687</b>	<b>5,271.9</b>	<b>6.5</b>	<b>26,065</b>



**TABLE 8.1 - Foreign workers by salary band**

Salary band	Employment at beginning of period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Lower skilled (levels 1-2)	1	50	0	0	-1	50	2	0	-2
Highly skilled production (levels 6-8)	1	50	0	0	-1	50	2	0	-2
<b>TOTAL</b>	<b>2</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>100</b>	<b>2</b>	<b>0</b>	<b>-2</b>

**TABLE 8.2 - Foreign workers by major occupation**

Major occupation	Employment at beginning of period	Percentage of total	Employment at end of period	Percentage of total	Change in employment	Percentage of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Administrative office workers	1	50	0	0	-1	50	2	0	-2
Elementary occupations	1	50	0	0	-1	50	2	0	-2
<b>TOTAL</b>	<b>2</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>100</b>	<b>2</b>	<b>0</b>	<b>-2</b>

TABLE 9.1 - Sick leave for Jan 2007 to Dec 2007

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of employees using sick leave	Total number of days with medical certification
Lower skilled (levels 1-2)	109	97.2	12	3.7	9	18	328	106
Skilled (levels 3-5)	215	92.6	21	6.4	10	43	328	199
Highly skilled production (levels 6-8)	1028	87	157	47.9	7	394	328	894
Highly skilled supervision (levels 9-12)	683	85.5	109	33.2	6	554	328	584
Senior management (levels 13-16)	217	91.2	26	7.9	8	403	328	198
Contract (levels 6-8)	4	100	1	0.3	4	2	328	4
Contract (levels 9-12)	1	0	1	0.3	1	1	328	0
Contract (levels 13-16)	1	0	1	0.3	1	2	328	0
<b>TOTAL</b>	<b>2,258</b>	<b>87.9</b>	<b>328</b>	<b>100</b>	<b>7</b>	<b>1,417</b>	<b>328</b>	<b>1,985</b>

TABLE 9.2 - Disability leave (temporary and permanent) for Jan 2007 to Dec 2007

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification	Total number of employees using disability leave
Lower skilled (levels 1-2)	56	100	1	50	56	10	56	2
Senior management (levels 13-16)	63	100	1	50	63	125	63	2
<b>TOTAL</b>	<b>119</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>60</b>	<b>135</b>	<b>119</b>	<b>2</b>



**TABLE 9.3 - Annual leave for Jan 2007 to Dec 2007**

Salary band	Total days taken	Average days per employee	Number of employees who took leave
Lower skilled (levels 1-2)	267	18	15
Skilled (levels 3-5)	680	23	30
Highly skilled production (levels 6-8)	4,072.84	17	233
Highly skilled supervision (levels 9-12)	2894	19	154
Senior management (levels 13-16)	875	19	45
Contract (levels 6-8)	18	18	1
Contract (levels 9-12)	16	5	3
Contract (levels 13-16)	36	12	3
<b>TOTAL</b>	<b>8858.84</b>	<b>18</b>	<b>484</b>

**TABLE 9.4 - Capped leave for Jan 2007 to Dec 2007**

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2007	Number of employees who took capped leave	Total number of capped leave available at 31 December 2007	Number of employees as at 31 December 2007
Highly skilled production (levels 6-8)	15	3	31	5	2,220	72
Highly skilled supervision (levels 9-12)	19	4	36	5	1,756	49
Senior management (levels 13-16)	10	3	44	3	1,090	25
<b>TOTAL</b>	<b>44</b>	<b>3</b>	<b>35</b>	<b>13</b>	<b>5,066</b>	<b>146</b>

**TABLE 9.5 - Leave payouts**

Reason	Total amount (R'000)	Number of employees	Average payment per employee (R)
Capped leave payouts on termination of service for 2007/08	209	32	6,531
Current leave payout on termination of service for 2007/08	196	28	7,000
<b>TOTAL</b>	<b>405</b>	<b>60</b>	<b>6,750</b>



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**TABLE 10.1 - Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
NA	NA

**TABLE 10.2 - Details of health promotion and HIV and AIDS programmes [tick Yes/No and provide required information]**

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.	✓		Leah Madalane: Director: Human Resource Development (HRD) since its introduction in 2002.
2. Does the department have a dedicated unit or have you 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.	✓		Since 2007, the unit has three dedicated employees running the Employee Health and Wellness Programme (EHWP) at a budget of R250K. They are Sylvia Maponyane, Carlyn Steenkamp and Kolani Neba, (who is responsible for the well-being of employees living with disabilities). The programme has also been introduced in the provincial offices by having identified 10 champions and trained them to drive the process in the provinces.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of the programme.	✓		Since 2007, the unit's staff has increased to three (listed above) to render more effective and efficient services to staff.
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.	✓	✗	A committee does not exist any longer. The function is now in the hands of the three staff members running the unit within the Directorate: HRD.
5. Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices reviewed.	✓		Policies are reviewed on a yearly basis to update them where necessary. These are the: HIV and AIDS Policy, EHWP Policy, Disability Policy and Occupational Health and Safety Policy.
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.	✓		The purpose of the policies mentioned above is to protect those affected and infected from discrimination by supervisors or the organisation as a whole. Other measures are to conduct seminars for staff, write articles for the in-house magazine on the subjects now and then and distribute condoms in the toilets for easy access to staff. Voluntary counselling happens twice a year through service-providers coming to GCIS. In the year under review, more than 100 staff members underwent different tests and those who needed further handling were referred to general practitioners.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved.	✓		VCT happens twice a year through service-providers who come to the organisation and staff are encouraged to participate.
8. Has the department developed measures/indicators to monitor and evaluate the impact of your health-promotion programme? If so, list these measures/indicators.	✓	✗	No special indicators have been developed. The unit will look into it as soon as all the other processes are entrenched.

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**TABLE 11.1 - Collective agreements**

Subject Matter	Date
None	

**TABLE 11.2 - Misconduct and Discipline Hearings Finalised**

Outcomes of disciplinary hearings	Number	Percentage of Total	Total
TOTAL	5	100	5

**TABLE 11.3 - Types of Misconduct Addressed and Disciplinary Hearings**

Type of misconduct	Number	Percentage of Total	Total
Poor work performance	1	20	1
In Subordination	1	20	1
Poor work performance and absenting from work without prior permission	2	40	2
Financial misconduct	1	20	1
<b>TOTAL</b>	<b>5</b>	<b>100</b>	<b>5</b>

**TABLE 11.4 - Grievances Lodged**

Number of grievances addressed	Number	Percentage of Total	Total
TOTAL	0	0	0

**TABLE 11.5 - Disputes Lodged**

Number of disputes addressed	Number	% of total
Upheld	0	0
Dismissed	1	100
<b>TOTAL</b>	<b>1</b>	

**TABLE 11.6 - Strike Actions**

<b>Strike Actions</b>	–
Total number of person working days lost	88
Total cost of working days lost	R26 453.17
Amount recovered as a result of no work no pay	R26 453.17

**TABLE 11.7 - Precautionary Suspensions**

<b>Precautionary Suspensions</b>	–
Number of people suspended	1
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	13
Cost (R'000) of suspensions	0

TABLE 12.1 - Training needs identified

Occupational categories	Gender	Employment	Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	0	0	2	0	2
	Male	0	0	3	0	3
Professionals	Female	0	0	38	0	38
	Male	0	0	31	0	31
Clerks	Female	0	0	49	0	49
	Male	0	0	36	0	36
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	2	0	2
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	1	0	1
Elementary occupations	Female	0	0	8	0	8
	Male	0	0	7	0	7
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>177</b>	<b>0</b>	<b>177</b>



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TABLE 12.2 - Training provided

Occupational categories	Gender	Employment	Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	14	0	11	0	11
	Male	18	0	12	0	12
Professionals	Female	141	0	41	0	41
	Male	136	0	37	0	37
Clerks	Female	63	7	54	0	61
	Male	24	3	21	0	24
Service and sales workers	Female	0	0	0	0	0
	Male	2	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	5	0	0	0	0
Elementary occupations	Female	12	0	7	0	7
	Male	13	0	3	0	3
<b>TOTAL</b>	<b>Total</b>	<b>428</b>	<b>10</b>	<b>186</b>	<b>0</b>	<b>196</b>

TABLE 13.1 - Injury on duty

Nature of injury on duty	Number	% of total
Required basic medical attention only	2	100
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
<b>TOTAL</b>	<b>2</b>	

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**TABLE 14.1 - Report on consultant appointments using appropriated funds**

Project title	Total number of consultants who worked on the project	Duration: work days	Contract value in rand
National Qualitative Research: To Assess the Communication Environment, Awareness and Public Perceptions on Government's Long-Term Programmes and Communication Initiatives	1	1 year	R 840,000.00
2010 World Cup International Communication Research	1	2 years 8 months	R4 977,632.01
Assessing the Impact and People's Perceptions of the Izimbizo Held in Various Provinces of South Africa 2005-2007	1	4 months	R 725,000.00
Continuous Quantitative Tracking Research to Assess the Communication Environment and the Communication/Information Needs of the South African Public	1	2 years	R 7,745,435.00
Assessment of School Users' Satisfaction and Needs on the <i>South Africa Yearbook</i>	1	6 weeks	R 300,000.00
Assessment of the Impact of the recent Industrial Action by Public Service Unions	1	6 weeks	R 3,078,000.00
Research Review of the Government-Wide Communication System	1	7 weeks	R 1,421,143.00
Awareness and Impact Assessment of the Communication Initiatives on Second-Economy Interventions	1	4 months	R 259,748.00
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration: Work days</b>	<b>Total contract value in Rand</b>
8	8		R 18,621,958.01

**TABLE 14.2 - Analysis of consultant appointments using appropriated funds, i.t.o. historically disadvantaged individuals (HDIs)**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups who worked on the project
National Qualitative Research: To Assess the Communication Environment, Awareness and Public Perceptions on Government's Long-Term Programmes and Communication Initiatives	100%	30%	n/p
2010 World Cup International Communication Research	21%	0%	n/p
Assessing the Impact and People's Perceptions of the Izimbizo Held in Various Provinces of South Africa 2005-2007	100%	66.67%	n/p
Continuous Quantitative Tracking Research to Assess the Communication Environment and the Communication/Information Needs of the South African Public	38%	67%	n/p
Assessment of School Users' Satisfaction and Needs on the <i>South Africa Yearbook</i>	17.10%	67%	n/p
Assessment of the Impact of the recent Industrial Action by Public Service Unions	17.10%	67%	n/p
Research Review of the Government-Wide Communication System	30%	66%	n/p
Awareness and Impact Assessment of the Communication Initiatives on Second-Economy Interventions	100%	100%	n/p



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**TABLE 10.1 - Steps taken to reduce the risk of occupational exposure**

Project title	Total number of consultants who worked on the project	Duration: work days	Donor and contract value in rand
N/A			
Total number of projects	Total individual consultants	Total duration: work days	Total contract value in rand
N/A			

**TABLE 14.4 - Analysis of consultant appointments using donor funds, i.t.o. historically disadvantaged individuals (HDIs)**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups who worked on the project
N/A			

