



# PART 3:

## HUMAN RESOURCE OVERSIGHT MANAGEMENT REPORT

# 1. Service-Delivery Improvement Programme

## GCIS: Service-Delivery Improvement Programme

### INTRODUCTION

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

1. The conceptualisation, formulation, communication and implementation of the Government Communication Strategy, which is supported by two subprocesses:
  - identifying public information needs
  - identifying government's communication needs.
2. The second process is that of coordination 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 providing services to political principals.
3. The third refers to the actual communication and implementation aspects. This works at two levels:
  - the role the GCIS plays in relation to advising on staffing and structure
  - developing products and the rendering of services.

Based on the above introductory remarks, the main services and customers are tabulated:

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
<p>1. Distributing and disseminating information products, government news and messages through:</p> <ul style="list-style-type: none"> <li>• <i>Vuk'uzenzele</i> magazine</li> <li>• SA Yearbook and <i>Pocket Guide to South Africa</i></li> <li>• Programme of Action (PoA)</li> <li>• BuaNews</li> <li>• Bua Online</li> <li>• <i>South African Government Directory and Faces of Government</i></li> <li>• <i>Imbizo Junction</i></li> <li>• 16 Days information leaflets</li> </ul>	<p>Media and the public</p>	<p>Distribute over 10 million government information products</p> <p>Regularly review and implement distribution strategies to ensure widest reach, informed largely by target-audience needs and analysis</p> <p>Conduct research and customer feedback regularly to enhance the quality of information products</p> <p>Receive feedback through the Gateway call centre, GCIS information centre, letters to the editor, e-mails and telephone enquiries</p> <p>Ensure wider reach by increasing access points such as knock-and-drops and post offices, Thusong Service Centres, provincial and national information resource centres (IRCs), hospitals, schools, libraries, etc, focusing on rural and remote areas</p> <p>Provide services to clients/customers in accordance with the Batho Pele principles</p> <p>Answer/comment on queries posted on the web portals within 48 hours</p> <p>Provide up-to-date, accurate and relevant information to empower people to improve their lives</p>	<p>Distributed 10 million copies of <i>Vuk'uzenzele</i></p> <p>Distributed 45 000 copies of the SA Yearbook</p> <p>Distributed 20 000 copies of the <i>Pocket Guide to South Africa</i></p> <p>Reviewed the <i>Vuk'uzenzele</i> distribution strategy regularly</p> <p>Used the Tracker Research findings to improve the content and the look and feel of the <i>Vuk'uzenzele</i> magazine</p> <p>Received monthly gateway reports and logged and responded to the readers through the IRC in GCIS</p> <p>GCIS provincial offices reached other access points to increase the reach of the magazine</p> <p>Provided responses to the public on a daily basis</p> <p>Responded to queries daily</p> <p>Updated the <i>online directories</i> daily</p>

			<p>Produced hard copies of the <i>South African Government Directory, Local Government Directory, Directory of Contacts</i> and <i>Faces of Government</i> poster and distributed through provincial offices</p>
		<p>Provide information products that target previously marginalised languages and certain income-classification groups</p> <p>Ensure that platforms such as the 1020 government call centre and the GCIS IRC exist for citizens to lodge complaints and for GCIS to follow up and resolve them</p>	<p>The 1020 number is featured in the magazine if readers require more information</p>
		<p>Conduct client impact assessment to ascertain level of satisfaction regarding products and services</p>	<p>No information provided</p>
<p>2. Create platforms for citizens to interact with government and to access government information and service through:</p> <ul style="list-style-type: none"> <li>• public participation events</li> <li>• Thusong Service Centres</li> <li>• web portals</li> <li>• Gateway call centre</li> <li>• IRCs</li> </ul>	<p>The public</p>	<p>Hold public participation events as per annual calendar</p> <p>Establish 20 Thusong Service Centres annually</p> <p>Maintain at least 95% web portal availability</p> <p>11 provincial IRCs with up-to-date electronic and hard copies of information products</p>	<p>940 public participation events were held and a new e-platform developed for better tracking of these events and ensuring feedback to communities</p> <p>15 Thusong Service Centres established</p> <p>GCIS IRCs continued to be fully functional</p> <p>Access to web portals and information products were submitted on a regular basis</p> <p>Produced hard copies of <i>South African Government Directory, Local Government Directory, Directory of Contacts</i> and <i>Faces of Government</i> poster and distributed through provincial offices</p>

Main services	Actual and potential customers	Standard of service	Actual achievements against standards
		<p>Held public participation events in accordance with the concept document</p> <p>Established Thusong Service Centres according to the approved second-generation business plan</p> <p>Web portals and information content according to principles</p> <p>IRCs meet the required specifications</p>	<p>Continued with the roll-out of the new Public Participation Protocol to provincial and local structures as well as all national departments. The national forum of public participation anchor people is meeting successfully to oversee the programme's roll-out</p> <p>15 Thusong Centres established</p> <p>Updated the online directories daily</p> <p>IRCs received regular information products</p>
		<p>Hold stakeholders meetings and consultations for various products and services that were provided to clients. Continued involvement of communities and local stakeholders in the programme</p>	<p>13 stakeholder engagement meetings held with departments and products and services were delivered to communities</p> <p>Held regular stakeholder meetings and develop joint integrated communication plans for government programmes</p>
		<p>Public participation events organised and Thusong Service Centres established in areas close to previously marginalised citizens</p> <p>Every Thusong Service Centre has an IRC to provide access to government information products</p> <p>Attended to community needs within a reasonable period of time</p>	<p>940 public participation events coordinated</p> <p>Vuk'uzenzele and other information products were distributed to IRCs</p>
			<p>A total of 6 060 ward liaison visits were conducted</p>

			Ensured that information products are accessible to communities	1 185 007 information products distributed through face-to-face interactions and distribution access points
			Continued information dissemination and distribution of products	Produced hard copies of <i>South African Government Directory, Local Government Directory, Directory of Contacts</i> and <i>Faces of Government</i> poster and distributed through provincial offices
			Continued with the running of information campaigns and workshops at the centres	A total of 4 054 development communication projects were implemented through face-to-face communication
			Ensure continued provision of information feedback channels and services closer to where people live, particularly those previously marginalised	A total of 4 054 development communication projects were implemented through face-to-face communication
			Ensured continued provision of information and services closer to where people live	No information provided
			Annual evaluation of various platforms to establish whether they have met the needs of clients	
			Ensured at least 99% availability of the website, as the central point where all government information can be accessed	
			Four quarterly media briefings with ministers	
3. Coordinate media briefings, including government's PoA, post-Cabinet and media briefings by principals	Media		Hold media briefings that meet the predetermined objectives to inform the public about government's programme and implementation	GCIS organised post State of the nation Address (SoNA) media briefings which featured all the clusters. In these briefings, ministers articulated strategies and plans to support the pronouncements made by the President in the SoNA. In addition, individual departments held pre-Budget Vote briefings and gave an account on how public funds would be utilised in the implementation of the PoA



Main services	Actual and potential customers	Standard of service	Actual achievements against standards
		<p>Expand PoA media briefings to include the directors-general (DGs), and DGs hold cluster and individual briefings</p>	<p>The GCIS conducts biweekly post-Cabinet media briefings where senior government officials, including DGs, brief the media on programmes and strategies within their departments, which seek to implement Cabinet's decisions as well as implement the PoA</p>
		<p>Increased accessibility of ministers and DGs</p> <p>Hold briefings and informal meetings to increase media access to CEO</p>	<p>In October 2010, GCIS organised a high-level meeting between government and the South African National Editors' Forum (Sanef) where the parties engaged with the aim of strengthening relations. The Government delegation was led by the Deputy President</p> <p>GCIS subsequently facilitated discussions between the Minister of Justice and the media as well as the Minister of State Security and the media on legislation, which media considered to be impeding freedom of speech and media freedom</p> <p>Facilitated briefings when ministers signed delivery agreements and gave media an opportunity to engage with the media</p>
		<p>Keep media informed about government's PoA and briefings, including times and venues, using e-mail and sms technology</p>	<p>Sent an average of five media advisories and statements a week</p>

		<p>Inform the public about government's work by allowing media to engage government, including through radio talk shows</p>	<p>During SoNA, ensured the live coverage on 65 community radio stations of the President's address and subsequently had ministers live on the talk shows. The public was given an opportunity to engage the content of the SoNA in their own languages, thus ensuring an in-depth understanding of government's plans</p>
		<p>Update media lists on a regular basis to ensure media is well informed</p>	<p>Media list are kept up-to-date and key information relating to briefings is sent to the database. Government departments also utilise this resource</p>
		<p>Hold quarterly information sessions with media to constantly improve media liaison, and biannual workshops to provide a forum to exchange views</p>	<p>In October 2010, GCIS organised a high-level meeting between government and Sanef where the parties engaged with the aim of strengthening relations. The Government delegation was led by the Deputy President</p> <p>GCIS subsequently facilitated discussions between the Minister of Justice and the media as well as the Minister of State Security and the media on legislation, which media considered to be impeding freedom of speech and media freedom</p> <p>Facilitated briefings when ministers signed delivery agreements and gave media on opportunity to engage with the media</p>



Main services	Actual and potential customers	Standard of service	Actual achievements against standards
		<p>Achieve service delivery that conforms to the Batho Pele principles</p> <p>Respond to telephone, e-mail, and mail enquiries within 48 hours</p> <p>Provide follow-up and keep clients informed of progress</p>	<p>All enquiries received by the chief directorate are followed up and clients are kept informed of the progress</p> <p>Provided responses to public enquiries on a daily basis, within 24 hours</p>
		<p>Make most government publications and documents available at IRCs</p> <p>Liaise closely with other departments to ensure that publications are forwarded to IRCs</p>	<p>The information centre is resourced to be able to provide key information about government to Members of Parliament and members of the public</p>
		<p>Make media statements about government's PoA and other communication products available</p> <p>Embark on communication that promotes inclusive economies for the marginalised poor</p>	<p>Media statements are sent to all media and posted on the GCIS website</p> <p>Implemented the second economy campaign through a TV series, <i>Rize Mzantsi</i>, which became the most watched programme on SABC</p>
		<p>Keep record of information products requested and distributed, as well as enquiries handled by the office</p> <p>Use statistics to improve services</p>	<p>Monthly reports of call centre enquiries obtained from the system</p>
		<p>IRCs that serve as one-stop information centres for government information and provide Internet access to clients</p>	<p>Continually put in place systems to ensure that the information centre is at the cutting edge of providing relevant and key information on government's services</p>

## 2. Expenditure

HR Oversight – April 2010 to March 2011

**TABLE 2.1 - Personnel costs by programme**

Programme	Total Voted expenditure (R'000)	Compen- sation of employees expenditure (R'000)	Training expenditure (R'000)	Professional and special services (R'000)	Compen- sation of employees as percent of total expenditure	Average compen- sation of employees cost per employee (R'000)	Employment
Dgc: Administration	115 719	53 145	2 337	349	45,9	113	471
Dgc: Communication Resource Centr	5 759	3 692	40	31	64,1	8	471
Dgc: Communication Service Agency	72 553	16 958	215	87	23,4	36	471
Dgc: Government & Media Liaison	24 897	18 418	251	255	74,0	39	471
Dgc: Government Publication	33 154	3 993	27	399	12,0	9	471
Dgc: Internat Marketing & Media Dev	187 378	0	0	0	0	0	471
Dgc: Policy & Research	19 381	8 473	288	0	43,7	18	471
Dgc: Prov Coordination & Prog Support	63 488	42 524	2 150	0	67,0	90	471
Z=Total as on Financial Systems (BAS)	522 329	147 203	5 308	1 121	28,2	313	471

**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)	1 314	0,9	146 000	154 139	9
Skilled (levels 3-5)	5 088	3,3	164 129	154 139	31
Highly skilled production (levels 6-8)	50 948	33,1	223 456	154 139	228
Highly skilled supervision (levels 9-12)	52 486	34,1	345 303	154 139	152
Senior management (levels 13-16)	31 765	20,6	721 932	154 139	44
Contract (levels 3-5)	91	0,1	91 000	154 139	1
Contract (levels 6-8)	366	0,2	183 000	154 139	2
Contract (levels 9-12)	1 075	0,7	537 500	154 139	2
Contract (levels 13-16)	3 064	2	1 532 000	154 139	2
*Periodical remuneration	1 006	0,7	8 246	154 139	122
<b>TOTAL</b>	<b>147 203</b>	<b>95,5</b>	<b>248 234</b>	<b>154 139</b>	<b>593</b>

\* The 593 employees include 122 periodical remuneration and is therefore different from the 471 employees reported at the end of the reporting period.

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)
P1: Administration	35 489	66,8	227	0,4	1 413	2,7	2 011	3,8	53 145
P2: Policy and research	5 699	67,3	12	0,1	262	3,1	244	2,9	8 473
P3: Government and Media Liaison	12 394	67,3	330	1,8	371	2,0	559	3,0	18 418
P4: Prov Coordination and Programme Support	28 049	66,0	19	0	1 229	2,9	2 227	5,2	42 524
P5: Communication Service Agency	11 662	68,8	149	0,9	335	2,0	615	3,6	16 958
P6: International and Marketing Council	0	0	0	0	0	0	0	0	0
P7: Government Publication	2 591	64,9	0	0	19	0,5	84	2,1	3 993
P8: Communication Resource Centre	2 449	66,3	102	2,8	17	0,5	52	1,4	3 692
<b>TOTAL</b>	<b>98 333</b>	<b>66,8</b>	<b>839</b>	<b>0,6</b>	<b>3 647</b>	<b>2,5</b>	<b>5 792</b>	<b>3,9</b>	<b>147 203</b>

**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)	890	67,6	0	0	108	8,2	99	7,5	1 316
Skilled (levels 3-5)	3 595	70,4	3	0,1	286	5,6	411	8,0	5 110
Highly skilled production (levels 6-8)	31 234	62,0	396	0,8	1 637	3,2	3 192	6,3	50 614
Highly skilled supervision (levels 9-12)	36 357	71,0	428	0,8	917	1,8	1 453	2,9	50 886
Senior management (levels 13-16)	21 864	66,0	0	0	665	2,0	611	1,8	33 198
Contract (levels 3-5)	79	86,8	12	13,2	0	0	0	0	91
Contract (levels 6-8)	366	99,7	0	0	0	0	0	0	367
Contract (levels 9-12)	1 055	97,9	0	0	0	0	0	0	1 078
Contract (levels 13-16)	2 893	93,0	0	0	33	1,1	26	0,8	3 110
Periodical Remuneration	0	0	0	0	0	0	0	0	1 433
<b>TOTAL</b>	<b>98 333</b>	<b>66,8</b>	<b>839</b>	<b>0,6</b>	<b>3 647</b>	<b>2,5</b>	<b>5 792</b>	<b>3,9</b>	<b>147 203</b>

### 3. Employment

HR Oversight – April 2010 to March 2011

**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	16	16	0	0
Dir: News Services, permanent	13	13	0	0
International Marketing and Mobilisation, permanent	8	8	0	0
P1:CD: Administration, permanent	96	89	7,3	5
P2:CD: Policy and Research, permanent	32	32	0	1
P3:CD: Media Liaison, permanent	46	43	6,5	0
P4:CD: Prov and Local Liaison, permanent	165	163	1,2	0
P5:CD: Communication Service Agency, permanent	49	43	12,2	1
P7: Government Publication, permanent	9	7	22,2	0
SD: Electronic Information Resources, permanent	16	16	0	0
SD: Provisioning Administration, permanent	44	41	6,8	0
<b>TOTAL</b>	<b>494</b>	<b>471</b>	<b>4,7</b>	<b>7</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	9	9	0	0
Skilled (levels 3-5), Permanent	31	31	0	0
Highly skilled production (levels 6-8), permanent	236	228	3,4	0
Highly skilled supervision (levels 9-12), permanent	165	152	7,9	0
Senior management (levels 13-16), permanent	46	44	4,3	1
Contract (levels 3-5), permanent	1	1	0	1
Contract (levels 6-8), permanent	2	2	0	2
Contract (levels 9-12), permanent	2	2	0	2
Contract (levels 13-16), permanent	2	2	0	1
<b>TOTAL</b>	<b>494</b>	<b>471</b>	<b>4,7</b>	<b>7</b>



**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	2	0	0
Cleaners in offices, workshops, hospitals etc., permanent	15	15	0	0
Client inform clerks (switchboard reception inform clerks), permanent	3	3	0	0
Communication- and information-related, permanent	130	119	8,5	2
Finance and economics-related, permanent	10	10	0	0
Financial and related-professionals, permanent	10	9	10	0
Financial clerks and credit controllers, permanent	4	4	0	0
Head of department/Chief Executive Officer, permanent	1	1	0	0
Human resources & organisat developm & related prof, permanent	6	6	0	0
Human resources clerks, permanent	4	4	0	0
Human resources-related, permanent	5	5	0	0
Language practitioners, interpreters & other commun, permanent	132	131	0,8	0
Library, mail and related clerks, permanent	3	3	0	0
Light-vehicle drivers, permanent	2	2	0	0
Logistical support personnel, permanent	3	3	0	0
Material-recording and transport clerks, permanent	16	14	12,5	0
Messengers, porters and deliverers, permanent	6	6	0	0
Other administrat & related clerks and organisers, permanent	22	21	4,5	2
Other administrative policy and related officers, permanent	5	5	0	0
Other information technology personnel, permanent	12	12	0	0
Printing and related machine operators, permanent	3	3	0	0
Secretaries & other keyboard operating clerks, permanent	41	38	7,3	1
Security officers, permanent	2	2	0	0
Senior managers, permanent	51	47	7,8	2
Trade labourers, permanent	6	6	0	0
<b>TOTAL</b>	<b>494</b>	<b>471</b>	<b>4,7</b>	<b>7</b>

## 4. Evaluation

HR Oversight – April 2010 to March 2011

**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)	9	0	0	0	0	0	0
Contract (levels 3-5)	1	0	0	0	0	0	0
Contract (levels 6-8)	2	0	0	0	0	0	0
Contract (levels 9-12)	2	0	0	0	0	0	0
Contract (Band B)	2	0	0	0	0	0	0
Skilled (levels 3-5)	31	1	3,2	1	100,0	0	0
Highly skilled production (levels 6-8)	236	4	1,7	0	0	0	0
Highly skilled supervision (levels 9-12)	165	7	4,2	1	14,3	0	0
Senior Management Service Band A	33	0	0	0	0	0	0
Senior Management Service Band B	8	0	0	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>494</b>	<b>12</b>	<b>2,4</b>	<b>2</b>	<b>16,7</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	1	0	0	0	1
Male	1	0	0	0	1
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</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
None	0	0	0	0	471
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>471</b>
Percentage of total employment	0	0	0	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 disabilities	0	0	0	0	0

## 5. Employment Changes

HR Oversight – April 2010 to March 2011

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

Salary band	Employment at beginning of period (April 2010)	Appointments	Terminations	Turnover rate
Lower skilled (levels 1-2), permanent	10	0	0	0
Skilled (levels 3-5), permanent	28	4	2	7,1
Highly skilled production (levels 6-8), permanent	230	15	18	7,8
Highly skilled supervision (levels 9-12), permanent	147	4	6	4,1
Senior Management Service Band A, permanent	29	1	4	13,8
Senior Management Service Band B, permanent	9	0	1	11,1
Senior Management Service Band C, permanent	3	0	1	33,3
Contract (levels 3-5), permanent	0	1	0	0
Contract (levels 6-8), permanent	1	2	1	100,0
Contract (levels 9-12), permanent	2	1	2	100,0
Contract (Band A), permanent	1	0	1	100,0
Contract (Band B), permanent	1	1	0	0
Contract (Band D), permanent	1	0	1	100,0
<b>TOTAL</b>	<b>462</b>	<b>29</b>	<b>37</b>	<b>8,0</b>

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

Occupation	Employment at beginning of period (April 2010)	Appointments	Terminations	Turnover rate
Administrative-related, permanent	5	0	1	20,0
Cleaners in offices, workshops, hospitals etc., permanent	14	0	0	0
Client inform clerks (switchboard, reception, inform clerks), permanent	1	1	0	0
Communication- and information-related, permanent	118	5	9	7,6
Diplomats, permanent	1	0	0	0
Finance and economics-related, permanent	10	0	0	0
Financial and related professionals, permanent	6	0	0	0
Financial clerks and credit controllers, permanent	5	0	0	0
Head of department/Chief Executive Officer, permanent	1	0	1	100,0
Human resources & organisat developm & related prof, permanent	4	1	0	0
Human resources clerks, permanent	4	1	0	0
Human resources-related, permanent	5	0	0	0
Language practitioners, interpreters & other commun, permanent	140	8	11	7,9
Library, mail and related clerks, permanent	3	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	13	0	0	0
Messengers, porters and deliverers, permanent	7	0	0	0
Other administrat & related clerks and organisers, permanent	20	3	3	15,0
Other administrative policy and related officers, permanent	4	0	1	25,0
Other information technology personnel, permanent	12	1	0	0
Printing and related machine operators, permanent	3	0	0	0
Secretaries & other keyboard operating clerks, permanent	41	6	4	9,8
Security officers, permanent	2	0	0	0
Senior managers, permanent	33	2	7	21,2
Trade labourers, permanent	5	1	0	0
<b>TOTAL</b>	<b>462</b>	<b>29</b>	<b>37</b>	<b>8,0</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 at beginning of period (01 April 2010)
Resignation, permanent	29	78,4	6,3	37	462
Expiry of contract, permanent	4	10,8	0,9	37	462
Transfers, permanent	1	2,7	0,2	37	462
Retirement, permanent	3	8,1	0,6	37	462
<b>TOTAL</b>	<b>37</b>	<b>100</b>	<b>8</b>	<b>37</b>	<b>462</b>

Resignations as % of employment

8

TABLE 5.4 - Granting of employee initiated severance packages

Category	No of applications received	No of applications referred to the Minister of Public Service and Administration	No of applications supported by Minister of Public Service and Administration	No of packages approved by department
Lower skilled (salary levels 1-2)	0	0	0	0
Skilled (salary levels 3-5)	0	0	0	0
Highly skilled production (salary levels 6-8)	0	0	0	0
Highly skilled production (salary levels 9-12)	0	0	0	0
Senior management (Salary Level 13 and higher)	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**TABLE 5.5 - Promotions by critical occupation**

Occupation	employment at beginning of period (April 2010)	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	5	1	20	3	60
Cleaners in offices, workshops, hospitals etc.	14	0	0	12	85,7
Client inform clerks (switchb receipt inform clerks)	1	0	0	1	100
Communication and information-related	118	8	6,8	93	78,8
Diplomats	1	0	0	0	0
Finance and economics-related	10	0	0	9	90
Financial and related professionals	6	2	33,3	4	66,7
Financial clerks and credit controllers	5	2	40	3	60
Head of department/Chief Executive Officer	1	0	0	0	0
Human resources & organisat developm & related prof	4	2	50	4	100
Human resources clerks	4	0	0	4	100
Human resources-related	5	1	20	3	60
Language practitioners, interpreters & other commun	140	2	1,4	107	76,4
Library, mail and related clerks	3	0	0	3	100
Light-vehicle drivers	2	0	0	2	100
Logistical support personnel	3	2	66,7	2	66,7
Material-recording and transport clerks	13	1	7,7	12	92,3
Messengers, porters and deliverers	7	0	0	6	85,7
Other administrat & related clerks and organisers	20	2	10	18	90
Other administrative policy and related officers	4	0	0	3	75
Other information technology personnel	12	0	0	11	91,7
Printing and related machine operators	3	0	0	3	100
Secretaries & other keyboard operating clerks	41	0	0	36	87,8
Security officers	2	0	0	1	50
Senior managers	33	2	6,1	25	75,8
Trade labourers	5	0	0	5	100
<b>TOTAL</b>	<b>462</b>	<b>25</b>	<b>5,4</b>	<b>370</b>	<b>80,1</b>

TABLE 5.6 - Promotions by salary band

Salary Band	Employment at beginning of period (April 2010)	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	10	0	0	20	200
Skilled (levels 3-5), permanent	28	0	0	56	200
Highly skilled production (levels 6-8), permanent	230	9	3,9	184	80
Highly skilled supervision (levels 9-12), permanent	147	12	8,2	73	49,7
Senior management (levels 13-16), permanent	41	4	9,8	34	82,9
Contract (levels 3-5), permanent	0	0	0	1	0
Contract (levels 6-8), permanent	1	0	0	0	0
Contract (levels 9-12), permanent	2	0	0	1	50
Contract (levels 13-16), permanent	3	0	0	1	33,3
<b>TOTAL</b>	<b>462</b>	<b>25</b>	<b>5,4</b>	<b>370</b>	<b>80,1</b>

## 6. Employment Equity

HR Oversight – April 2010 to March 2011

**TABLE 6.1 - Total number of employees (incl. employees with disabilities) per South African Standard Classification of Occupation (SASCO)**

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, permanent	7	2	1	10	4	14	1	5	20	1	35
Professionals, permanent	111	12	1	124	9	125	10	5	140	24	297
Technicians and associate professionals, permanent	5	1	0	6	1	5	0	0	5	1	13
Clerks, permanent	16	3	1	20	2	57	5	1	63	7	92
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	12	2	0	14	0	27
<b>TOTAL</b>	<b>159</b>	<b>18</b>	<b>3</b>	<b>180</b>	<b>16</b>	<b>213</b>	<b>18</b>	<b>11</b>	<b>242</b>	<b>33</b>	<b>471</b>
Employees with disabilities	3	1	0	4	1	3	0	0	3	3	11

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	2	1	0	3	0	2	0	0	2	0	5
Senior management, permanent	10	2	1	13	6	10	2	6	18	2	39
Professionally qualified and experienced specialists and mid-management, permanent	56	5	2	63	7	58	1	2	61	21	152
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	72	10	0	82	3	118	12	3	133	10	228
Semi-skilled and discretionary decision-making, permanent	17	0	0	17	0	13	1	0	14	0	31
Unskilled and defined decision-making, permanent	2	0	0	2	0	5	2	0	7	0	9
Contract (senior management), permanent	0	0	0	0	0	2	0	0	2	0	2
Contract (professionally qualified), permanent	0	0	0	0	0	2	0	0	2	0	2
Contract (skilled technical), permanent	0	0	0	0	0	2	0	0	2	0	2
Contract (semi-skilled), permanent	0	0	0	0	0	1	0	0	1	0	1
<b>TOTAL</b>	<b>159</b>	<b>18</b>	<b>3</b>	<b>180</b>	<b>16</b>	<b>213</b>	<b>18</b>	<b>11</b>	<b>242</b>	<b>33</b>	<b>471</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	0	1	0	1
Professionally qualified and experienced specialists and mid-management, permanent	1	0	0	1	0	2	0	0	2	1	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	5	0	0	5	0	8	0	1	9	1	15
Semi-skilled and discretionary decision-making, permanent	1	0	0	1	0	3	0	0	3	0	4
Contract (senior management), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (professionally qualified), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (skilled technical), permanent	0	0	0	0	0	2	0	0	2	0	2
Contract (semi-skilled), permanent	0	0	0	0	0	1	0	0	1	0	1
<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>20</b>	<b>2</b>	<b>29</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</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	0	1	0	1	0	2	0	0	2	0	3
Senior management, permanent	9	4	1	14	6	7	2	4	13	2	35
Professionally qualified and experienced specialists and mid-management, permanent	32	3	2	37	6	26	1	1	28	14	85
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	67	10	0	77	2	92	12	2	106	8	193
Semi-skilled and discretionary decision-making, permanent	18	0	0	18	1	33	3	0	36	1	56
Unskilled and defined decision-making, permanent	8	0	0	8	0	10	2	0	12	0	20
Contract (senior management), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (professionally qualified), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (semi-skilled), permanent	0	0	0	0	0	1	0	0	1	0	1
<b>TOTAL</b>	<b>135</b>	<b>18</b>	<b>3</b>	<b>156</b>	<b>15</b>	<b>172</b>	<b>20</b>	<b>7</b>	<b>199</b>	<b>25</b>	<b>395</b>
<b>Employees with disabilities</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>



**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	0	1	0	0	1	0	1
Senior management, permanent	0	2	0	2	0	3	0	0	3	0	5
Professionally qualified and experienced specialists and mid-management, permanent	3	0	0	3	1	2	0	0	2	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, permanent	7	3	0	10	0	6	0	0	6	2	18
Semi-skilled and discretionary decision-making, permanent	0	0	0	0	0	2	0	0	2	0	2
Contract (top management), permanent	1	0	0	1	0	0	0	0	0	0	1
Contract (senior management), permanent	0	0	0	0	0	1	0	0	1	0	1
Contract (professionally qualified), permanent	1	0	0	1	0	1	0	0	1	0	2
Contract (skilled technical), permanent	0	0	0	0	0	1	0	0	1	0	1
<b>TOTAL</b>	<b>12</b>	<b>5</b>	<b>0</b>	<b>17</b>	<b>1</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>2</b>	<b>37</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
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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	1	1	9	6	4	1	3	8	1	24
Professionals	40	6	0	46	8	47	1	2	50	18	122
Technicians and associate professionals	43	4	0	47	2	64	8	0	72	1	122
Clerks	9	3	0	12	1	17	3	0	20	3	36
Service and sales workers	2	0	0	2	0	2	0	0	2	0	4
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades 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	1	0	0	1	0	0	0	0	0	0	1
<b>TOTAL</b>	<b>102</b>	<b>14</b>	<b>1</b>	<b>117</b>	<b>17</b>	<b>134</b>	<b>13</b>	<b>5</b>	<b>152</b>	<b>23</b>	<b>309</b>
Employees with disabilities	4	0	0	4	1	2	0	0	2	2	9

## 7. Performance

HR Oversight – April 2010 to March 2011

**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	140	210	66,7	864	6 169
African, male	83	156	53,2	574	6 913
Asian, female	8	11	72,7	103	12 883
Asian, male	2	3	66,7	30	14 824
Coloured, female	12	18	66,7	61	5 121
Coloured, male	13	17	76,5	143	11 009
Total Blacks, female	160	239	66,9	1 028	6 426
Total Blacks, male	98	176	55,7	747	7 617
White, female	22	30	73,3	192	8 720
White, male	14	15	93,3	170	12 165
Employees with disabilities	5	11	45,5	31	6 191
<b>TOTAL</b>	<b>299</b>	<b>471</b>	<b>63,5</b>	<b>*2 168</b>	<b>7 250</b>

\* This table reflects payments made through persal and does not include payments made out of BAS.

**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	9	77,8	16	2 286
Skilled (levels 3-5)	24	31	77,4	64	2 667
Highly skilled production (levels 6-8)	136	228	59,6	696	5 118
Highly skilled supervision (levels 9-12)	100	152	65,8	755	7 550
Contract (levels 3-5)	0	1	0	0	0
Contract (levels 6-8)	0	2	0	0	0
Contract (levels 9-12)	2	2	100	20	10 000
Periodical remuneration	0	122	0	0	0
<b>TOTAL</b>	<b>269</b>	<b>547</b>	<b>49</b>	<b>1 551</b>	<b>5 766</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	2	4	50	14	7 000
Cleaners in offices, workshops, hospitals etc.	13	14	92,9	31	2 385
Client inform clerks (switchb, receipt, inform clerks)	1	2	50	5	5 000
Communication and information-related	89	120	74,2	752	8 449
Diplomats	0	1	0	0	0
Finance and economics-related	8	10	80	80	10 000
Financial and related professionals	4	5	80	21	5 250
Financial clerks and credit controllers	5	5	100	22	4 400
Head of department/Chief Executive Officer	0	1	0	0	0
Human resources & organisat developm & relate prof	1	7	14,3	6	6 000
Human resources clerks	0	5	0	0	0
Human resources-related	1	6	16,7	12	12 000
Language practitioners, interpreters & other commun	74	136	54,4	425	5 743
Library, mail and related clerks	3	3	100	9	3 000
Light-vehicle drivers	0	2	0	0	0
Logistical support personnel	2	4	50	14	7 000
Material-recording and transport clerks	8	14	57,1	31	3 875
Messengers, porters and deliverers	2	7	28,6	4	2 000
Other administrat & related clerks and organisers	19	22	86,4	89	4 684
Other administrative policy and related officers	3	5	60	17	5 667
Other information technology personnel	9	13	69,2	73	8 111
Printing and related machine operators	3	3	100	8	2 667
Secretaries & other keyboard operating clerks	28	41	68,3	133	4 750
Security officers	1	2	50	3	3 000
Senior managers	20	33	60,6	410	20 500
Trade labourers	3	6	50	9	3 000
<b>TOTAL</b>	<b>299</b>	<b>471</b>	<b>63,5</b>	<b>2 168</b>	<b>7 251</b>

**TABLE 7.4 - Performance-related rewards (cash bonus) 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	24	31	77,4	477	1 988	2,2	21 997
Band B	5	10	50	91	1 820	1	8 726
Band C	1	4	25	48	4 800	1,2	4 008
Band D	0	1	0	0	0	0	0
<b>TOTAL</b>	<b>30</b>	<b>46</b>	<b>65,2</b>	<b>616</b>	<b>2 053</b>	<b>2</b>	<b>34 731</b>

## 8. Foreign Workers

HR Oversight – April 2010 to March 2011

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

Salary band	Employment at beginning period	Percentage of total	Employment at end of period	% of total	Change in employment	% of total	Total employment at beginning of period	Total employment at end of period	Total change in employment
Senior management (levels 13-16)	1	50	1	50	0	0	2	2	0
Periodical remuneration	1	50	1	50	0	0	2	2	0
<b>TOTAL</b>	<b>2</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>

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

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

## 9. Leave

HR Oversight – April 2010 to March 2011

**TABLE 9.1 - Sick leave for Jan 2010 to Dec 2010**

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)	47	87,2	7	1,9	7	10	368	41
Skilled (levels 3-5)	164	83,5	27	7,3	6	47	368	137
Highly skilled production (levels 6-8)	1194	84,8	171	46,5	7	624	368	1 013,0
Highly skilled supervision (levels 9-12)	899	77,3	124	33,7	7	1 039	368	695
Senior management (levels 13-16)	239	85,4	35	9,5	7	634	368	204
Contract (levels 6-8)	9	100	1	0,3	9	4	368	9
Contract (levels 9-12)	1	0	1	0,3	1	2	368	0
Contract (levels 13-16)	10	80	2	0,5	5	31	368	8
<b>TOTAL</b>	<b>2563</b>	<b>82,2</b>	<b>368</b>	<b>100</b>	<b>7</b>	<b>2 391</b>	<b>368</b>	<b>2 107</b>

**TABLE 9.2 - Disability leave (temporary and permanent) for Jan 2010 to Dec 2010**

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
Senior management (levels 13-16)	3	100	1	100	3	8	3	1
<b>TOTAL</b>	<b>3</b>	<b>100</b>	<b>1</b>	<b>100</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>1</b>

**TABLE 9.3 - Annual leave for Jan 2010 to Dec 2010**

Salary band	Total days taken	Average days per employee	Number of employees who took leave
Lower skilled (levels 1-2)	208	23	9
Skilled (levels 3-5)	753	23	33
Highly skilled production (levels 6-8)	4751	19	246
Highly skilled supervision (levels 9-12)	3556	22	164
Senior management (levels 13-16)	1045,32	21	50
Contract (levels 6-8)	31	10	3
Contract (levels 9-12)	46	23	2
Contract (levels 13-16)	63	21	3
<b>TOTAL</b>	<b>10453,32</b>	<b>20</b>	<b>510</b>

**TABLE 9.4 - Capped leave for Jan 2010 to Dec 2010**

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2010	Number of employees who took capped leave	Total number of capped leave available at 31 December 2010	Number of employees as at 31 December 2010
Lower skilled (levels 1-2)	9	9	13	1	38	3
Highly skilled production (levels 6-8)	5	2	29	3	1 546	54
Highly skilled supervision (levels 9-12)	17	6	34	3	1 577	47
Senior management (levels 13-16)	25	8	42	3	927	22
<b>TOTAL</b>	<b>56</b>	<b>6</b>	<b>32</b>	<b>10</b>	<b>4 088</b>	<b>126</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 2010/11	370	26	14 231
Current leave payout on termination of service for 2010/11	330	24	13 750
<b>TOTAL</b>	<b>700</b>	<b>50</b>	<b>14 000</b>



## 10. HIV

HR Oversight – April 2010 to March 2011

**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 & related diseases (if any)	Key steps taken to reduce the risk
None	NA

**TABLE 10.2 - Details of health promotion and HIV/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.	Yes		Ms M Tshokolo
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.	Yes	4	
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.	Yes		Provision to counseling services, health screening, information sessions on HIV and AIDS and other chronic illnesses.
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.	Yes		Mr K Semakane, Ms M Tshokolo, Ms D Nthite, Ms T Mosese, Ms L Tobejane and Ms A Vermeulen.
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 so reviewed.	Yes		EH & W Policy and Policy on Employees with Disabilities.
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.	Yes		Non-discriminatory measures are contained in the Departmental Employee Health and Wellness Policy.
7. Does the department encourage its employees to undergo voluntary counselling and testing (VTC)? If so, list the results that you have achieved.	Yes		About 30% of the workforce participated in VCT.
8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.	No		The Department is in a process of establishing the measures.



## 11. Labour Relations

HR Oversight – April 2010 to March 2011

**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
Suspended	3	60	3
Final written warning and demotion in rank	2	40	2
<b>TOTAL</b>	<b>5</b>	<b>100</b>	<b>5</b>

**TABLE 11.3 - Types of misconduct addressed and disciplinary hearings**

Type of misconduct	Number	Percentage of total	Total
Negligence	3	60	3
Insubordination	2	40	2
<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
<b>TOTAL</b>	<b>2</b>	<b>100</b>	<b>2</b>

**TABLE 11.5 - Disputes lodged**

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

**TABLE 11.6 - Strike actions**

Strike Actions	
Total number of person working days lost	12
Total cost (R'000) of working days lost	R5 682.39
Amount (R'000) recovered as a result of no work no pay	R5 682.39

**TABLE 11.7 - Precautionary suspensions**

Precautionary Suspensions	
Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0

## 12. Skills Development

HR Oversight – April 2010 to March 2011

**TABLE 12.1 - Training needs identified**

Occupational categories	Gender	Employment	Learnerships	Skills programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	0	0	16	0	16
	Male	0	0	17	0	17
Professionals	Female	0	0	72	0	72
	Male	0	0	0	0	0
Technicians and associate professionals	Female	0	0	59	0	59
	Male	0	0	103	0	103
Clerks	Female	0	0	65	0	65
	Male	0	0	33	0	33
Service and sales workers	Female	0	0	17	0	17
	Male	0	0	5	0	5
Skilled agriculture and fishery workers	Female	0	0	7	0	7
	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
Elementary occupations	Female	0	0	3	0	3
	Male	0	0	2	0	2
Gender sub-totals	Female	0	0	239	0	239
	Male	0	0	160	0	160
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>399</b>	<b>0</b>	<b>399</b>

**TABLE 12.2 - Training provided.**

Occupational categories	Gender	Employment	Learnerships	Skills programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	0	0	9	0	9
	Male	0	0	15	0	15
Professionals	Female	0	0	68	0	68
	Male	0	0	54	0	54
Technicians and associate professionals	Female	0	0	73	0	73
	Male	0	0	49	0	49
Clerks	Female	0	0	23	0	23
	Male	0	0	13	0	13
Service and sales workers	Female	0	0	2	0	2
	Male	0	0	2	0	2
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
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	1	0	1
Gender sub-totals	Female	0	0	0	0	0
	Male	0	0	0	0	0
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>309</b>	<b>0</b>	<b>309</b>

## 13. Injuries

HR Oversight – April 2010 to March 2011

**TABLE 13.1 - Injury on duty**

Nature of injury on duty	Number	% of total
Required basic medical attention only	4	100
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
<b>TOTAL</b>	<b>4</b>	<b>100</b>

## 14. Consultants

HR Oversight – April 2010 to March 2011

**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 and government's long-term communication initiatives	1	1 Year	R 945 706,61
GCIS Skills Audit	1	3 Months	R 999 267,00
Establishment of a panel of agencies	1	2 Years	Open
Selling of advertising and distribution of the <i>Public Sector Manager</i> magazines	1	3 Years	Open

Total number of projects	Total individual consultants	Total duration: work days	Total contract value in Rand
4	4		R1,944,973.61

**TABLE 14.2 - Analysis of consultant appointments using appropriated funds, i.t.o. HDIs**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
National Qualitative Research: To assess the communication environment, awareness and public perceptions and government long-term communication initiatives	Nil	n/p	n/p
GCIS Skills Audit	50	n/p	n/p
Establishment of a panel of agencies	100	n/p	n/p
Selling of advertising and distribution of the <i>Public and Sector Managers</i> magazines	100	>50	n/p

**TABLE 14.3 - Report on consultant appointments using Donor funds**

Project title	Total number of consultants that worked on the project	Duration: work days	Donor and contract value in Rand
None			

Total number of projects	Total individual consultants	Total duration: work days	Total contract value in Rand
None			

**TABLE 14.4 - Analysis of consultant appointments using Donor funds, i.t.o. HDIs**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None			