

HUMAN RESOURCES MANAGEMENT E

OVERVIEW OF HUMAN RESOURCE MATTERS

On 1 April 2015, approval was granted for the transfer of functions and personnel from the National Treasury to GTAC. To give effect to this mandate, GTAC began to capacitate its internal structure in the year under review. By the end of 2016/17, GTAC had full autonomy over the implementation of its human resource function. The function has provided the requisite services to ensure that the organisation can effectively deliver on its programmes. Following the approval of GTAC's strategy, the implementation of GTAC's organisational structure has been prioritised for 2017/18.

1. HUMAN RESOURCE PRIORITIES FOR 2016/17

As GTAC is a newly established government component, its human resource focus in 2016/17 was to capacitate its internal structure to execute its mandate without undue reliance on the Treasury. As a standalone entity, it also had to register with the relevant departments and organisations to ensure full service offerings for its staff.

2. WORKFORCE PLANNING FRAMEWORK AND STRATEGIES

GTAC attracts highly educated and qualified individuals from a range of fields. It sets a high standard for applicants; instead of just complying with minimum requirements, they have to exceed the regular requirements of the position. GTAC's recruitment processes include competency and pre-interview tests, such as case study preparation, written and electronic tests, job-based occupation-specific personnel profiling, and psychometric testing.

3. EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

GTAC adheres to the Treasury's performance management and reward and recognition policies. In line with the rest of the public service, its performance evaluation cycle runs from 1 April to 31 March. In the year under review, GTAC successfully completed its performance management process for the 2015/16 performance evaluation cycle.

Performance management is driven by GTAC's line functions and supported by the human resources function. Employees are encouraged to have frequent performance discussions with their line managers to address any concerns and ensure satisfactory performance. Newly appointed employees undergo a 12-month probation process; this is complemented by a rigorous induction programme and compulsory training courses.

GTAC encourages continuous learning and development, and offers internal bursaries for employees for tertiary studies. It also encourages employees to attend short courses, learning workshops and interactive engagement sessions.

4. EMPLOYEE WELLNESS PROGRAMMES

GTAC offers employee assistance programmes to staff and their immediate families through the Treasury's Siyaphila programme, which is facilitated by the human resources function. During 2016/17, GTAC referred employees for counselling following events such as bereavements, changes in family roles or relocation. Stress management has been identified as a general wellness concern, with employees requiring assistance to effectively manage work-life related stressors. GTAC acknowledges the need for physical, psychological and financial wellness education and awareness, and aims to roll out an internal employee wellness programme in 2017/18.

5. POLICY DEVELOPMENT

GTAC implemented all the Treasury's approved policies in 2016/17, and has started to develop internal policies. Two of these policies, on recruitment and leave, should be completed in 2017/18.

6. ACHIEVEMENTS IN 2016/17

- GTAC registered with a number of organisations during the year, as follows
- The Soma Initiative, a health risk manager, for services related to the Procedure for Incapacity Leave and Ill-Health Retirement: Employees can now benefit from temporary and permanent incapacity leave.
- The Government Pensions Administration Agency, for online administration of pension-related transactions: This has reduced the time to process withdrawals from the Government Employees Pension Fund following the resignation of staff members.
- The General Public Service Sectoral Bargaining Council and the Departmental Bargaining Council of the National Treasury: GTAC successfully discussed matters of mutual interest with organised labour (the Public Servants Association of South Africa and the National Health, Education and Allied Workers Union).
- GTAC established a Bursary Committee to recommend and approve requests for internal bursaries. In 2016/17, it awarded bursaries to ten employees for postgraduate studies at local universities.
- It organised two retirement information sessions in partnership with the Government Pensions Administration Agency and Liberty Life. Employees who are eligible for early, normal and compulsory retirement (aged 55–65) attended the sessions.
- GTAC appointed an ethics officer and successfully submitted all the financial disclosures for employees appointed to the Senior Management Service.
- The paper-based exit interview process was switched to an electronic platform with the use of Survey Monkey®, with the aim of achieving 100% completion of exit interviews.
- By the Department of Public Service and Administration's due date of 30 June 2016, GTAC had completed all staff performance agreements.

7. HUMAN RESOURCE CHALLENGES

As the head of GTAC was still in an acting capacity during the year, the development of value-adding human resource programmes and organisational change management was constrained. Another challenge was the management of human capital and the provision of services under GTAC's unique "blended resource" staffing model, which includes project-based consultants, long-term advisors, fixed-term contractors and permanent personnel. With a growing establishment and the rapid expansion of the GTAC mandate, the function also faced various transactional and compliance challenges. These challenges will be addressed as soon as a permanent head of GTAC has been appointed.

8. PLANS AND GOALS

In the year ahead, GTAC will focus on the following human resource objectives:

- Development and approval of an organisational structure in line with its approved strategy
- Development and approval of a human resource strategy for its workforce plan
- Development and approval of succession plans
- Implementation of diversity and inclusion initiatives
- Implementation of an internal employee wellness programme, independent from the Treasury
- Development and approval of departmental policies and frameworks
- Establishment of a skills development committee and implementation of a GTAC-wide skills audit
- Implementation of human resources awareness sessions, facilitating staff interaction with the human resources function.

EXPENDITURE

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table) and by salary band (Table).

Table 2: Personnel costs by programme, 2016/17

Programme	Total expenditure (R 000)	Personnel expenditure (R 000)	Training expenditure (R 000)	Professional and special services (R 000)	Personnel cost as % of total expenditure	Average personnel cost per employee (R 000)*
Programme 1 Management and Support Services	40,637	24,323	258	9,161	60%	676
Programme 2 Technical and Advisory	131,700	26,765	67	98,829	20%	686
Programme 3 Programme Management Support	243,728	39,466	302	197,281	16%	731
Total	416,065	90,554	627	305,271	22%	2,093

*Percentage of average personnel cost per employee calculated based on the number of employees in Table 2

Table 3: Personnel costs by salary band, 2016/17

Salary bands	Personnel expenditure (R 000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R 000)*
Lower skilled (levels 1-2)	-	0%	-	-
Skilled (levels 3-5)	-	0%	-	-
Highly skilled production (levels 6-8)	6,747	8%	24	281
Highly skilled supervision (levels 9-12)	37,040	42%	61	607
Senior management (levels 13-16)	45,090	51%	44	1,025
Total **	88,877	100%	129	1,913

*Percentage of average personnel cost per employee calculated based on the number of employees in Table 3

The following tables provide a summary, per programme (Table 4) and salary band (Table 5), of expenditure incurred through salaries, overtime, homeowners' allowance and medical assistance. In each case, the table indicates the percentage of the personnel budget used for these items.

*Table 4: Salaries, overtime, homeowners' allowance and medical assistance by programme, 2016/17**

Programme	Salaries		Overtime		Homeowners' allowance		Medical assistance	
	Amount (R 000)	Salaries as % of personnel cost	Amount (R 000)	Overtime as % of personnel cost	Amount (R 000)	Homeowners' allowance as % of personnel cost	Amount (R 000)	Medical assistance as % of personnel cost
Programme 1	17,152	71%	-	0%	222	1%	462	2%
Programme 2	24,614	92%	-	0%	82	0%	310	1%
Programme 3	37,581	95%	-	0%	17	0%	174	0%
Total	79,347	88%	-	0%	321	0%	946	1%

*Percentages of personnel cost of salaries, overtime, homeowners' allowance and medical assistance are calculated on the total personnel expenditure per programme in Table 4

Table 5: Salaries, overtime, homeowners' allowance and medical assistance by salary band, 2016/17

Salary band	Salaries		Overtime		Homeowners' allowance		Medical assistance	
	(R 000)	% of total	(R 000)	% of total	(R 000)	% of total	(R 000)	% of total
Lower skilled (levels 1-2)	-	0%	-	0%	-	0%	-	0%
Skilled (levels 3-5)	-	0%	-	0%	-	0%	-	0%
Highly skilled production (levels 6-8)	5,406	80%	-	0%	126	1.87%	312	4.62%
Highly skilled supervision (levels 9-12)	33,211	90%	-	0%	154	0.42%	351	0.95%
Senior management (levels 13-16)	40,730	90%	-	0%	41	0.09%	283	0.63%
Total*	79,347	89%	-	0%	321	0.36%	946	1.06%

*Percentages of personnel cost of salaries, overtime, homeowners' allowance and medical assistance are calculated on the total personnel expenditure per programme in Table 5

EMPLOYMENT AND VACANCIES

The following tables summarise the number of posts in the organisation, the number of employees, the vacancy rate and additional posts filled. This information is presented by programme (Table 6) and by salary band (Table 7). Departments have identified critical occupations that need to be monitored. The vacancy rate reflects the percentage of posts that are not filled.

Table 6: Employment and vacancies by programme, 31 March 2017

Programme	Number posts on approved establishment	Number of Posts filled	Vacancy rate* (%)	Number of employees additional to the establishment
Programme 1 Management and Support Services	38	35	7.89%	0
Programme 2 Technical and Advisory	44	33	25%	1
Programme 3 Programme Management Support	60	51	15.00%	0
Total	142	119	16.20%	1

**Vacancy rate reduced by additional appointments.*

Table 7: Employment and vacancies by salary band, 31 March 2017

Salary bands	Number of Posts on approved establishment	Number of Posts filled	Vacancy rate* (%)	Number of employees additional to the establishment
Lower skilled (levels 1-2)	0	0	0%	0
Skilled (levels 3-5)	1	1	0%	0
Highly skilled production (levels 6-8)	25	20	20%	0
Highly skilled supervision (levels 9-12)	65	55	15.38%	1
Senior management (levels 13-16)	51	43	15.69%	0
Total	142	119	16.20%	1

**Vacancy rate reduced by additional appointments.*

Table 8: Employment and vacancies by critical occupations, 31 March 2017

Programme	Salaries		Overtime		Homeowners' allowance		Medical assistance	
	Amount (R 000)	Salaries as % of personnel cost	Amount (R 000)	Overtime as % of personnel cost	Amount (R 000)	Homeowners' allowance as % of personnel cost	Amount (R 000)	Medical assistance as % of personnel cost
Programme 1	17,152	71%	-	0%	222	1%	462	2%
Programme 2	24,614	92%	-	0%	82	0%	310	1%
Programme 3	37,581	95%	-	0%	17	0%	174	0%
Total	79,347	258%	-	0%	321	1%	946	3%

FILLING OF SENIOR MANAGEMENT SERVICE POSTS

The tables in this section provide information on employment and vacancies in Senior Management Service posts by salary level. It also provides information on the advertising and filling of these posts, reasons for not complying with prescribed time frames and disciplinary steps taken.

Table 9: Senior Management Service post information, 31 March 2017

Senior Management Service (SMS) level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	0	0%	1	100%
Salary level 16	0	0	0%	0	0%
Salary level 15	2	2	100%	0	0%
Salary level 14	16	13	81.25%	3	18.75%
Salary level 13	32	28	87.50%	4	12.50%
Total	51	43	84.31%	8	15.69%

Table 10: Senior Management Service post information, 30 September 2016

Senior Management Service (SMS) level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	0	0%	1	100%
Salary level 16	0	0	0%	0	0%
Salary level 15	2	2	100%	0	0%
Salary level 14	13	12	92.31%	1	7.69%
Salary level 13	31	28	90.32%	3	9.68%
Total	47	42	89.36%	5	10.34%

Table 11: Advertising and filling of Senior Management Service posts, 1 April 2016 to 31 March 2017

Senior Management Service (SMS) level	Advertising	Filling of posts	
	Number of vacancies per level advertised within 6 months of becoming vacant	Number of vacancies per level filled within 6 months of becoming vacant	Number of vacancies per level not filled within 6 months but filled within 12 months
Director-General/Head of Department	0	0	0
Salary level 16	0	0	0
Salary level 15	0	0	0
Salary level 14	5	3*	0
Salary level 13	13	10*	0
Total	18	13*	0

*Some of the positions were advertised in 2015/16 but filled in 2016/17 (within six months of advertisement). In addition, some of the newly created positions in 2016/17 were advertised in 2016/17 but filled in 2017/18 – still within six months of advertisement. No positions were filled outside the 6-month period.

Table 12: Reasons for not complying with the prescribed timeframes for filling Senior Management Service posts within 12 months, 1 April 2016 to 31 March 2017

Reasons for vacancies not advertised within six months
The Head of GTAC position reports to the Minister of Finance, and is recruited for by the National Treasury. The position was filled with an acting incumbent, appointed on the National Treasury establishment, remunerated by the GTAC. In January 2017, a new acting incumbent was appointed to the post, deployed from the National Treasury. The Head of GTAC position was advertised on 16 April 2017 for permanent filling in the 2017/18 Financial Year.
Reasons for vacancies not filled within twelve months
Not Applicable. Refer to table above.

Table 13: Disciplinary steps taken for not complying with the prescribed timeframes for filling Senior Management Service posts within 12 months, 1 April 2016 and 31 March 2017

Reasons for vacancies not advertised within six months
GTAC was established as a new organisation and positions were created. Some of the positions were advertised in 2015/16, but filled in 2016/17 (within six months of advertisement). Again in 2016/17, new positions were created and advertised, but only filled in 2017/18. Some Non-Management Services (NMS) and Middle-Management Services (MMS) positions were not actioned for filling due to restructuring and will either be filled or abolished in 2017/18.
Reasons for vacancies not filled within twelve months
New organisation created and restructuring.

JOB EVALUATION

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in their organisations. The regulations require all vacancies on salary levels 9 and higher to be evaluated before they are filled. The following table summarises the number of jobs evaluated during the period under review, and shows the number of posts that were upgraded or downgraded.

Table 14: Job evaluation, 1 April 2016 to 31 March 2017

Salary band	No. of posts*	No. of jobs evaluated	% of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				No.	% of posts evaluated	No.	% of posts evaluated
Lower skilled (levels 1-2)	0	0	0%	0	0%	0	0%
Skilled (levels 3-5)	1	0	0%	0	0%	0	0%
Highly skilled production (levels 6-8)	25	4	16%	1	4%	0	0%
Highly skilled supervision (levels 9-12)	65	6	9%	6	9%	0	0%
SMS (band A)	31	3	10%	1	3%	0	0%
SMS (band B)	13	2	15%	0	0%	0	0%
SMS (band C)	2	0	0%	0	0%	0	0%
SMS (band D)	0	0	0%	0	0%	0	0%
Total	137	15	11%	8	16%	0	0%

**All positions were benchmarked against positions in the GTAC or the National Treasury.*

The following table presents the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees might differ from the number of posts upgraded, since not all employees are automatically absorbed into the new posts. Likewise, some of the posts upgraded could also be vacant because not all employees were automatically absorbed into the new posts and some upgraded posts remained vacant.

Table 15: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2016 to 31 March 2017

Beneficiaries	African	Asian	Coloured	White	Total
Female	2	0	1	3	6
Male	1	1	0	0	2
TOTAL	3	1	1	3	8
Employees with a disability	0	0	0	0	0

The following table presents the number of cases where remuneration levels exceeded the grade determined by job evaluations. The reasons for the deviation are provided in each case.

Table 16: Employees whose salary level higher than those determined by job evaluation per occupation, 1 April 2016 to 31 March 2017

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Deputy Director-General (Head)	0	0	0	0
Chief Director (Senior Manager)	3	14	15	Retention
Director (Senior Manager)	2	13	14	Retention
Deputy Director	1	11	12	Recruitment
Assistant Director and below	3	-	-	Recruitment & Resolution 3 of 2009
Total number of employees whose salaries exceeded the level determined by job evaluation in 2015/16				9
Percentage of total employment				0.08%

The following table presents these employees in terms of race, gender and disability.

Table 17: Profile of employees who have salary levels higher than those determined by job evaluation, 1 April 2016 to 31 March 2017

Gender	African	Asian	Coloured	Whites	Total
Female	3	0	1	3	7
Male	4	0	0	0	4
Total	7	0	1	3	11

EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in GTAC's employment profile. The following tables summarise turnover rates by salary band and critical occupations.

Table 18: Annual turnover rates by salary band, 1 April 2016 to 31 March 2017

Salary band	Number of employees at beginning of period 1 April 2016	Appointments and transfers into department	Terminations and transfers out of department	Turnover rate %
Lower skilled (levels 1-2)	0	0	0	0%
Skilled (levels 3-5)	1	0	0	0%
Highly skilled production (levels 6-8)	14	10	2	8.33%
Highly skilled supervision (levels 9-12)	47	14	6	9.84%
SMS (band A)	18	10	0	0%
SMS (band B)	10	2	0	0%
SMS (band C)	1	0	0	0%
SMS (band D)	0	0	0	0%
Total	91	36	8	6.3%

Table 19: Annual turnover rates by critical occupation, 1 April 2016 to 31 March 2017

Critical occupation	Number of employees at beginning of period 1 April 2016	Appointments and transfers into department	Terminations and transfers out of department	Turnover rate %
Quantitative Data Analytics	0	1	0	0%
Transaction Advisory Services	9	0	0	0%
Agricultural Specialists	0	2	0	0%

Table 20: Reasons for staff leaving the department, 1 April 2016 to 31 March 2017

Termination type	Number	% of total
Death	0	0%
Resignation	7	87.50%
Expiry of contract	0	0%
Dismissal – operational changes	0	0%
Dismissal – misconduct	0	0%
Dismissal – inefficiency	0	0%
Discharged due to ill health	0	0%
Retirement	0	0%
Severance package	0	0%
Transfers to other public service departments	1	12.50%
Total	8	100%
Number of employees who left as a % of total employment (as at 31 March 2016)		7.69%*

* One employee joined the department after 31 March 2016 and is therefore excluded from total turnover percentage (7 of 91).

Table 21: Promotions by critical occupation, 1 April 2016 to 31 March 2017

Occupation	Number of employees at beginning of period 1 April 2016	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Quantitative Data Analytics	0	0	0%	0	0%
Transaction Advisory Services	9	0	0%	0	0%
Agricultural Specialists	0	0	0%	0	0%
Total	9	0	0%	0	0%

Table 22: Promotions by salary band, 1 April 2016 to 31 March 2017

Salary band	Employees, 1 April 2016	Promotions to another salary level	Salary band promotions as % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (levels 1-2)	0	0	0%	0	0%
Skilled (levels 3-5)	1	1	100%	0	0%
Highly skilled production (levels 6-8)	14	2	14.29%	0	0%
Highly skilled supervision (levels 9-12)	47	7	14.89%	1	2.13%
Senior management (levels 13-16)	29	1	3.45%	3	10.34%
Total	91	11	12.09%	4	4.40%

EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act (1998).

Table 23: Total number of employees (including employees with disabilities) per occupational category, 31 March 2017

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Salary Level 13-16)	18	0	3	4	9	1	1	6	42
Professionals (Salary Level 11-12)	9	2	0	0	17	2	0	12	42
Technicians and associate professionals (Salary Level 9-10)	5	0	0	0	8	0	0	1	14
Clerks (Salary Level 5-8)	4	0	0	0	14	3	0	0	21
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	36	2	3	4	48	6	1	19	119
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 24: Total number of employees (including employees with disabilities) per occupational band, 31 March 2017

Occupational bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (levels 15-16)	0	0	0	0	0	1	0	1	2
Senior management (levels 13-14)	18	0	3	4	9	0	1	5	40
Professionally qualified and experienced specialists and mid-management (levels 11-12)	9	2	0	0	17	2	0	12	42
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 9-10)	5	0	0	0	8	0	0	1	14
Semi-skilled and discretionary decision making (levels 6-8)	4	0	0	0	13	3	0	0	20
Unskilled and defined decision making (levels 1-5)	0	0	0	0	1	0	0	0	1
Total	36	2	3	4	48	6	1	19	119

Table 25: Recruitment, 1 April 2016 to 31 March 2017

Occupational bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (levels 15-16)	0	0	0	0	0	0	0	0	0
Senior management (levels 13-14)	5	0	0	1	4	0	1	1	12
Professionally qualified and experienced specialists and mid-management (levels 9-12)	5	0	0	0	9	0	0	1	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	2	0	0	0	6	1	0	0	9
Semi-skilled and discretionary decision making (levels 3-5)	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (levels 1-2)	0	0	0	0	0	0	0	0	0
Total	12	0	0	1	19	1	1	2	36
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 26: Promotions for the period 1 April 2016 to 31 March 2017

Occupational bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (levels 15-16)	0	0	0	0	0	0	0	0	0
Senior management (levels 13-14)	0	0	1	0	0	0	0	1	2
Professionally qualified and experienced specialists and mid-management (levels 9-12)	1	0	0	0	3	1	0	3	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	0	0	0	0	1	0	0	0	1
Semi-skilled and discretionary decision making (levels 6-8)	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (levels 1-2)	0	0	0	0	0	0	0	0	0
Employees with disabilities	0	0	0	0	0	0	0	0	0
Total	1	0	1	0	4	1	0	4	11
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 27: Terminations, 1 April 2016 to 31 March 2017

Occupational bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (levels 15-16)	0	0	0	0	0	0	0	0	0
Senior management (levels 13-14)	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (levels 9-12)	1	0	0	2	1	0	1	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	0	0	0	0	2	0	0	0	2
Semi-skilled and discretionary decision making (levels 3-5)	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (levels 1-2)	0	0	0	0	0	0	0	0	0
Total	1	0	0	2	3	0	1	1	8

Table 28: Disciplinary action, 1 April 2016 to 31 March 2017

Disciplinary Action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
N/A	0	0	0	0	0	0	0	0	0

Table 29: Skills development, 1 April 2016 to 31 March 2017

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	1	0	1	2	4	1	0	1	10
Professionals	1	1	0	0	11	0	0	8	21
Technicians and associate professionals	0	7	0	0	4	0	0	0	11
Clerks	1	0	0	0	7	2	0	0	10
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
Total	3	8	1	2	26	3	0	9	52
Employees with disabilities	0	0	0	0	0	0	0	0	0

PERFORMANCE REWARDS

To encourage good performance, the department granted the following performance rewards during the year under review.

Table 30: Signing of performance agreements by Senior Management Service members, 31 May 2016

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director- General/Head of Department	1	0	0	
Salary level 16	0	0	0	
Salary level 15	1	1	1	100%
Salary level 14	14	10	10	100%
Salary level 13	26	18	18	100%
Total	42	29	29	

Table 31: Reasons for not having concluded performance agreements for all Senior Management Service members, 31 March 2016

Reasons
N/A

Table 32: Disciplinary steps taken against Senior Management Service members for not having concluded performance agreements, 31 March 2016

Reasons
N/A

Table 33: Performance rewards by race, gender and disability, 1 April 2015 to 31 March 2016

	Beneficiary profile			Cost	
	No. of beneficiaries	Total no. of employees	% of total within group	Cost (R 000)	Average cost per employee
African					
Male	15	25	60%	323	15
Female	25	32	78%	297	12
Indian					
Male	3	3	100%	69	23
Female	0	1	0%	0	0
Coloured					
Male	2	2	100%	28	14
Female	4	5	80%	80	20
White					
Male	2	5	40%	52	25
Female	13	17	76.5%	252	19

The tables relating to performance rewards reflect performance rewards paid in the 2016/17 Financial Year, for the evaluation of the 2015/16 Financial Year. 2016/17 performance rewards will be reported in the 2017/18 annual report

Table 34: Performance rewards by salary band for personnel below Senior Management Service, 1 April 2015 to 31 March 2016

Salary band	Beneficiary profile			Cost		
	No. of beneficiaries	No. of employees	% of total within salary band	Total cost (R 000)	Average cost per employee (R 000)	Total cost as % of total personnel expenditure
Lower skilled (levels 1-2)	0	0	0%	0	0	0%
Skilled (levels 3-5)	1	1	100%	8	8	0.05%
Highly skilled production (levels 6-8)	8	14	57%	55	7	0.06%
Highly skilled supervision (levels 9-12)	32	46	70%	411	13	0.02%
Total	41	61	67%	474	28	0.13%

Table 35: Performance rewards by critical occupation, 1 April 2015 to 31 March 2016

Critical Occupation	Beneficiary profile			Cost	
	No. of beneficiaries	No. of employees	% of total within occupation	Total cost (R 000)	Average cost per employee (R 000)
Transactions advisory services	8	8	100%	220	27%

Table 36: Performance-related rewards (cash bonus), by salary band, for Senior Management Service members, 1 April 2015 to 31 March 2016

Salary band	Beneficiary profile			Cost		Total cost as % of total personnel expenditure
	No. of beneficiaries	No. of employees	% of total within band	Total cost (R 000)	Average cost per employee	
Band A	13	18	72%	303	27	.02%
Band B	9	10	90%	284	31	.03%
Band C	1	1	100%	40	40	.03%
Band D	0	0	0%	0	0	0%
Total	23	29	79%	627	33	0.08%

FOREIGN WORKERS

Table 37: Foreign workers by salary band, 1 April 2016 to 31 March 2017

Salary band	1 April 2016		31 March 2017		Change	
	No.	% of total	No.	% of total**	No.	% change
Lower skilled (levels 1-2)	0	0%	0	0%	0	0%
Skilled (levels 3-5)	0	0%	0	0%	0	0%
Highly skilled production (levels 6-8)	0	0%	0	0%	0	0%
Highly skilled supervision (levels 9-12)	4	0.09%	4	0.07%	0	0.02%
Senior management (levels 13-16)	1	0.03%	1	0.02%	0	0.01%
Total	5	0.12%	5	0.09%	0	0.03%

Table 38: Foreign workers by major occupation, 1 April 2016 to 31 March 2017

Major Occupation	1 April 2016		31 March 2017		Change	
	No.	% of total	No.	% of total	No.	% change
Senior management	1	0.03%	1	0.02%	0	0.01%
Professional qualified	0	0%	0	0%	0	0%
Skilled technical	4	0.09%	4	0.07%	0	0.02%
Semi-skilled	0	0%	0	0%	0	0%
Unskilled	0	0%	0	0%	0	0%
Total	5	0.12%	5	0.09%	0	0.03%

LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2016 TO 31 DECEMBER 2016

The Public Service Commission has identified the need for careful monitoring of sick leave. The following tables indicate the use of sick leave (Table 39) and disability leave (Table 40). In both cases, the estimated cost of the leave is also provided.

Table 39: Sick leave, 1 January 2016 to 31 December 2016

Salary band	Total days	% days with medical certification	No. of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R 000)
Lower skilled (levels 1-2)	0	0%	0	0%	0	0
Skilled (levels 3-5)	13	100%	1	100%	13	6.3
Highly skilled production (levels 6-8)	75	72%	14	73.7%	5	52
Highly skilled supervision (levels 9-12)	357	80%	43	75.4%	8	528
Senior management (levels 13-16)	141	74%	29	70.7%	5	328
Total	586	78%	87	73.1%	6	914

Table 40: Disability leave (temporary and permanent), 1 January 2016 to 31 December 2017

Salary band	Total days	% days with medical certification	No. of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R 000)
Lower skilled (levels 1-2)	0	0%	0	0%	0	0
Skilled (levels 3-5)	0	0%	0	0%	0	0
Highly skilled production (levels 6-8)	0	0%	0	0%	0	0
Highly skilled supervision (levels 9-12)	0	0%	0	0%	0	0
Senior management (levels 13-16)	0	0%	0	0%	0	0
Total	0	0%	0	0%	0	0

Table 41 summarises the use of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council in 2000 requires careful management of annual leave to prevent high levels of accrued leave being paid when a staff member's service is terminated.

Table 41: Annual leave, 1 January 2016 to 31 December 2017

Salary bands	Total days taken	Number of Employees using Annual leave	Average per employee
Lower skilled (levels 1-2)	0	0	0
Skilled (levels 3-5)	38	1	38
Highly skilled production (levels 6-8)	268	19	14.10
Highly skilled supervision (levels 9-12)	946	52	18.19
Senior management (levels 13-16)	715	43	16.63
Total	1,967	115	17.10

Table 42: Capped leave, 1 January 2016 to 31 December 2016

Salary bands	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 December 2016
Lower skilled (levels 1-2)	0	0	0	0
Skilled (levels 3-5)	0	0	0	0
Highly skilled production (levels 6-8)	0	0	0	0
Highly skilled supervision (levels 9-12)	0	0	0	0
Senior management (levels 13-16)	0	0	0	0
Total	0	0	0	0

Table 43: Leave pay-outs, 1 April 2016 to 31 March 2017

Reason	Total amount (R 000)	No. of employees	Average payment per employee (R 000)
Leave pay-out for 2016/17 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2016/17	0	0	0
Current leave pay-outs on termination of service for 2016/17	R62,097.41	6*	R10,349.57
Total	R62,097.41	6	R10,349.57

* Seven employees resigned, of whom one had overutilised leave and had returned the funds to GTAC.

HIV/AIDS AND HEALTH PROMOTION PROGRAMMES

Table 44: 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
N/A	N/A

Table 45: Details of health promotion and HIV/AIDS programmes*

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations (2001)? If so, provide her/his name and position.	X		Takalani Musekwa Director: Talent Management National Treasury Email: Takalani.Musekwa@treasury.gov.za GTAC and National Treasury entered into a Shared Service Agreement with full support rendered to the GTAC on Employee Wellness.
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		The Employee Wellness Unit is a Sub-Directorate of the Organisational Development Directorate within the Chief Directorate: Human Resources Management in the National Treasury. The Employee Wellness Unit is run by a wellness specialist (Assistant Director). The unit has a budget of R3.5 million to use over a period of three years coming to an end in 2017. The GTAC's Human Resources Management oversees the Wellness function, in collaboration with the National Treasury.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this programme.	X		The National Treasury provides employee assistance programmes under Siyaphila. Siyaphila is a confidential, free, 24-hour, 365-day personal support line for National Treasury employees and their immediate family members. These services include counselling, wellness management, HIV/ AIDS management, primary healthcare services and productivity management. This service is fully extended to the GTAC.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		X	

Question	Yes	No	Details, if yes
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The HIV/AIDS and tuberculosis management policy has been reviewed and approved. A task team for employee wellness programme policies and frameworks has been established and is represented by stakeholders, including Organised Labour, Employee Relations, Occupational Health and Safety, the Chief Risk Officer, Corporate Services and Human Resources Management. The GTAC has adopted all National Treasury Health and Wellness policies.
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		Confidentiality clauses are in place and enforced. New infections are managed by primary healthcare personnel of the contracted service provider, Metropolitan Health Care.
7. Does the department encourage its employees to undergo voluntary counselling and testing? If so, list the results that you have achieved.	X		The National Treasury has a clinic on-site providing primary healthcare services. The clinic is occupied by a nurse twice a week, for four hours each day, and a doctor one day a week, for an hour. The services are free and provide employees with an opportunity to do voluntary counselling and testing. In addition, the Siyaphila programme hosts departmental events where employees are given the opportunity to do voluntary testing. Nurses are present at these events. GTAC staff are encouraged to make use of the free services.
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/ indicators.	X		<ul style="list-style-type: none"> • Rate of absenteeism. • Number of health-related complaints. • Incapacity and ill-health leave applications. • Nature of referrals to service providers. • Voluntary HIV/AIDS reports (that do not compromise confidentiality). • Employee wellness programme satisfaction surveys. • Wellness cards to continuously monitor and improve on health risk assessments. • Quarterly and annual utilisation statistics of services.

**Services provided by the National Treasury in terms of the service level agreement.*

LABOUR RELATIONS

Table 46: Collective agreements, 1 April 2016 to 31 March 2017

Subject matter	Date
None	N/A

The following table summarises the outcome of disciplinary hearings conducted within GTAC in 2016/17.

Table 47: Misconduct and disciplinary hearings, 1 April 2016 to 31 March 2017

Outcome of Disciplinary hearings	Number	% of total
Correctional counselling	0	0%
Verbal Warning	0	0%
Written Warning	0	0%
Final Written warning	0	0%
Suspended without pay	0	0%
Fine	0	0%
Demotion	0	0%
Dismissal	0	0%
Not guilty	0	0%
Case withdrawn	0	0%
TOTAL	0	0%

Table 48: Types of misconduct addressed at disciplinary hearing, 1 April 2016 to 31 March 2017

Outcome of Disciplinary hearings	Number	% of total
N/A	0	0%
N/A	0	0%

Table 49: Grievances lodged, 1 April 2016 to 31 March 2017

Grievances	Number	% of total
Number of grievances resolved	3	100%
Number of grievances not resolved	0	0%
Total number of grievances lodged	3	100%

Table 50: Disputes lodged with councils, 1 April 2016 to 31 March 2017

Disputes	Number	% of total
Number of disputes upheld resolved	0	0%
Number of disputes dismissed	0	0%
Total number of disputes lodged	0	0%

Table 51: Strike action, 1 April 2016 to 31 March 2017

Total Number of persons working days lost	0	0%
Total costs working days lost	0	0%
Amount recovered as a result of no work no pay (R'000)	0	0%

Table 52: Precautionary suspensions, 1 April 2016 to 31 March 2017

Total number of people suspended	0	0%
Total number of people who's suspension exceeded 30 days	0	0%
Average number of days suspended	0	0%
Cost of suspension (R'000)	0	0%

SKILLS DEVELOPMENT

This section summarises the GTAC's work to develop staff skills.

Table 53: Training needs identified, 1 April 2016 to 31 March 2017

Occupational categories	Gender	No. of employees as at 1 April 2016	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	17	0	4	2	6
	Male	26	0	0	4	4
Professionals	Female	31	0	11	8	19
	Male	10	0	1	1	2
Technicians and associated professionals	Female	9	0	2	2	4
	Male	5	0	3	4	7
Clerks	Female	17	0	5	4	9
	Male	4	0	0	1	1
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Subtotal	Female	74	0	22	14	38
	Male	45	0	4	10	14
Total		119	0	26	24	52

Table 54: Training provided, 1 April 2016 to 31 March 2017

Occupational categories	Gender	No. of employees as at 1 April 2016	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	17	0	4	2	6
	Male	26	0	0	4	4
Professionals	Female	31	0	11	8	19
	Male	10	0	1	1	2
Technicians and associated professionals	Female	9	0	2	2	4
	Male	5	0	3	4	7
Clerks	Female	17	0	5	4	9
	Male	4	0	0	1	1
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Subtotal	Female	74	0	22	14	38
	Male	45	0	4	10	14
Total		119	0	26	24	52