

HUMAN CAPITAL MANAGEMENT D

1. HUMAN CAPITAL MANAGEMENT

1.1 INTRODUCTION

The Human Capital department provides strategic leadership, direction and support to business units in GTAC. It administers employee benefit programmes, coordinates workforce development in terms of training and formal studies, and ensures that GTAC's human capital is aligned to meet the strategic objectives of the organisation in a diverse and ever-changing environment.

'The Human Capital Management unit is dedicated to partnering with GTAC business units to maximise the potential of our greatest assets, our human capital. It focuses on delivering quality customer service and is committed to recruiting, developing, rewarding and retaining our workforce.'

The unit aims to achieve this mission by creating a work environment that:

- supports the efficient and effective delivery of GTAC services;
- responds to the demands of the GTAC operations and strategies;
- enables employees and stakeholders to be knowledgeable and informed;
- complies with public service legal and regulatory requirements; and
- attracts and retains expert human resources in the technical, operational and management fields.

In the year under review, the Human Capital Management unit successfully compiled and submitted for approval GTAC's first human resources plan. GTAC endorsed its organisational structure in line with the requirements of the Department of Public Services and Administration, and finalised its first establishment report.

Budgetary Notes

GTAC's workforce expanded considerably during 2017/18, increasing employee-related costs to meet client demand. It is envisaged that this demand will remain high in the short to medium term, and GTAC will focus on employing the best candidates for new or vacant positions. The expansion of the workforce is expected to slow during 2018/19. The Human Capital Management and Financial units will continue to monitor employee-related costs to maximise the return on investment and increase efficiency and output accordingly.

1.2 EXPENDITURE

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 4) and by salary band (Table 5).

Table 4: Personnel costs by programme, 2017/18

Programme	Total expenditure (R 000)	Personnel expenditure (R 000)	Training expenditure (R 000)	Professional and special services (R 000)	Personnel cost as % of total	Average personnel cost per employee (R 000)*
Programme 1 Management and Support Services	53,248	29,021	672	8,524	55%	764
Programme 2 Transaction and Advisory Services	185,198	31,270	-	139,480	17%	638
Programme 3 Programme Management Support	77,275	45,923	(31)	23,032	59%	866
Total**	315,721	106,214	641	171,036	34%	2,268

**Percentage of average personnel cost per employee calculated based on the number of employees in table.*

***Minister and Deputy Minister Personnel expenditure is not included in total.*

Table 5: Personnel costs by salary band, 2017/18

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)	9,045	9%	28	323
Highly skilled supervision (levels 9-12)	41,957	41%	69	608
Senior management (levels 13-16)	52,121	50%	53	983
Total**	103,123	100%	150	1914

*Percentage of average personnel cost per employee calculated based on the number of employees in table.

**Minister and Deputy Minister Personnel expenditure is not included in total.

The following tables summarises expenditure on salaries, overtime, the home owner's allowance and medical assistance per programme (Table 11) and salary band (Table 12). They also show the percentage of the personnel budget used for these items.

Table 6: Salaries, overtime, home owner's allowance and medical assistance by programme, 2017/18 *

Programme	Salaries		Overtime		Home owner's allowance		Medical assistance	
	Amount (R 000)	Salaries as % of personnel cost	Amount (R 000)	Overtime as % of personnel cost	Amount (R 000)	Allowance as % of personnel cost	Amount (R 000)	Medical assistance as % of personnel cost
Programme 1	23,332	80%	-	0%	283	1%	569	2%
Programme 2	27,513	88%	-	0%	187	1%	401	1%
Programme 3	43,809	95%	-	0%	34	0%	232	1%
Total	94,654	89%	-	0%	503	0%	1,203	1%

*Percentages of personnel cost of salaries, overtime, home owner's allowance and medical assistance are calculated on the total personnel expenditure per programme in the table.

Table 7: Salaries, overtime, home owner's allowance and medical assistance by salary band, 2017/18

Salary bands	Salaries		Overtime		Home owner's allowance		Medical assistance	
	Amount (R 000)	Salaries as % of personnel cost	Amount (R 000)	Overtime as % of personnel cost	Amount (R 000)	Allowance as % of personnel cost	Amount (R 000)	Medical assistance as % of personnel cost
Lower-skilled (levels 1-2)	-	0%	-	0%	-	0%	-	0%
Skilled (levels 3-5)	-	0%	-	0%	-	0%	-	0%
Highly skilled production (levels 6-8)	7,337	74%	-	0%	241	2.43%	418	4.21%
Highly skilled supervision (levels 9-12)	38,290	88%	-	0%	172	0.40%	423	0.98%
Senior management (levels 13-16)	49,027	93%	-	0%	90	0.17%	361	0.68%
Total*	94,654	89%	-	0%	503	0.47%	1,203	1.13%

*Minister and Deputy Minister Personnel expenditure not included in total.

1.3 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 by programme (Table 11) and by salary band (Table 12). Departments have identified critical occupations that need to be monitored. The vacancy rate reflects the percentage of posts that are not filled.

Table 8: Employment and vacancies by programme, 31 March 2018

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate (%)	Number of employees additional to the establishment
Programme 1 Management and Support Services	49	43	12.24%	0
Programme 2 Technical and Advisory	40	38	5%	0
Programme 3 Programme Management Support	65	59	9.23%	0
Total*	154	140	9.09%	0

*Minister and Deputy Minister not included in total.

Table 9: Employment and vacancies by salary band, 31 March 2018

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)	1	1	0	0
Highly skilled supervision (levels 9-12)	1	1	0	0
Senior management (levels 13-16)	1	1	0	0
Total	154	140	9.09%	0

*Vacancy rate reduced by additional appointments.

**Minister and Deputy Minister not included in totals.

Table 10: Employment and vacancies by critical occupations, 31 March 2018

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate* (%)	Number of employees additional to the establishment
Monitoring, reporting, evaluation and learning specialists	11	2	18.18%	0
Quantitative data analytics *	1	1	0	0
Capital project appraisal analysts #	4	4	0	0

* Two specialist positions were removed from the organisational structure following repeated failed attempts to recruit for the skill. The organisational structure is currently under review.

This unit requires skilled econometricians and public servants who can analyse large capital and infrastructure projects. Seasoned analysts are not easy to attract at this level (Deputy Director), and junior positions are required to develop the skill internally. GTAC's resource requirements will be further explored in 2018/19.

1.4 FILLING OF SENIOR MANAGEMENT SERVICE POSTS

The tables in this section show employment and vacancies related to Senior Management Services (SMS) by salary level. They also provide information on the advertising and filling of SMS posts, reasons for not complying with prescribed timeframes, and disciplinary steps taken.

Table 11: SMS post information as at 31 March 2018

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	14	87.5%	2	12.5%
Salary level 13	36	33	91.67%	3	8.33%
Total	55	49	89.09%	6	10.91%

*Head of GTAC, Acting resource currently appointed. Position envisaged for filling in the 2018/19.

Table 12: SMS post information as at 31 September 2017*

SMS level	Total number of funded SMS posts	Total number of SMS posts	Total number of SMS posts vacant	% of SMS posts vacant
Director -General/ Head of Department	1	0	0%	100%
Salary level 16	0	0	0%	0%
Salary level 15	2	2	100%	0%
Salary level 14	16	15	93.75%	6.25%
Salary level 13	35	28	80%	20%
Total	54	45	83.3%	16.67%

*Head of GTAC, Acting resource currently appointed. Position envisaged for filling in the 2018/19.

Table 13: Advertising and filling of SMS posts, 1 April 2017 to 31 March 2018

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	1
Salary level 16	0	0	0
Salary level 15	0	0	0
Salary level 14	2	2	0
Salary level 13	8	8	0
Total	10	10	1

The Head: GTAC position has been vacant for more than 12 months. Eight director and two chief director positions were advertised and filled in 2017/18. No positions were filled outside the six-month period.

Table 14: Reasons for not having complied with the filling of funded vacant SMS posts advertised within 6 months and filled within 12 months of becoming vacant, 1 April 2016 to 31 March 2017

Reasons for vacancies not advertised within six months

Not applicable. Refer to table above.

Reasons for vacancies not filled within twelve months

As a result of the reshuffling of the Executive, the recruitment for the Head: GTAC position has been halted. The National Treasury will resume the recruitment of the position in the 2018/19.

Table 15: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2016 and 31 March 2017

Reasons for vacancies not advertised within six months

Not applicable. Refer to table above.

Reasons for vacancies not filled within twelve months

The President of the Republic of South Africa is to intervene in the delay of the appointment of the Head: GTAC. As it is a political appointment, this is the responsibility of the recruiting line manager, the Minister of Finance.

1.5 JOB EVALUATION

Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in their organisation. In terms of the regulation, all vacancies on or above salary level 9 must be evaluated before being filled. The following table summarises the number of jobs evaluated and the number of posts up- or downgraded during the period under review.

Table 16: 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)	26	4	15%	0	0	0	0
Highly skilled supervision (levels 9-12)	72	10	14%	0	0	0	0
SMS (band A)	36	2	1%	0	0	0	0
SMS (band B)	16	1	1%	0	0	0	0
SMS (band C)	2	0	0	0	0	0	0
SMS (band D)	1	1	100%	0	0	0	0
Total	154	18	12%	0	0	0	0

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

The following table shows 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. Some of the upgraded posts could also be vacant because not all employees were automatically absorbed into the new posts.

Table 17: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2017 to 31 March 2018

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with a disability	0	0	0	0	0

The following table presents the number of cases where remuneration levels exceeded the grade determined by the job evaluation, as well as the reasons for the deviation.

Table 18: Employees whose salary levels are higher than those determined by job evaluation per occupation 1 April 2017 to 31 March 2018

Occupation	Number of employees	Job evaluation level Remuneration level		Remuneration level Reason for deviation
Deputy Director-General	0	0	0	0
Chief Director	3	14	15	Retention
Director	2	13	14	Retention
Deputy Director	0	0	0	0
Assistant Director and below*	2	-	-	Reconfiguration of position and Resolution 3 of 2009
Total number of employees whose salaries exceeded the level determined by job evaluation in 2017/18				7
Percentage of total employment				5%

* One employee's position (Level 8) was reconfigured to Level 7 following the introduction of an Office Support Model in the National Treasury in 2008. Employee transferred to GTAC with retention of service benefits.

* One employee's salary (Level 6) was increased as a result of Resolution 3 of 2009: Automatic grade progression following 12 years of above-satisfactory performance.

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

Table 19: Profile of employees who have salary levels higher than those determined by job evaluation, 1 April 2017 to 31 March 2018

Gender	African	Asian	Coloured	Whites	Total
Female	2	0	1	0	3
Male	3	0	0	1	4
Total	5	0	1	1	7

1.6 EMPLOYMENT CHANGES

This section provides information on changes in employment during 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 20: Annual turnover rates by salary band, 1 April 2017 to 31 March 2018

Salary band	Number of employees a beginning of period 1 April 2017	Appointments and transfers into department	Remuneration level Reason for deviation	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)	20	7	0	0
Highly skilled supervision (levels 9-12)	55	14	4	5.8%
SMS (band A)	28	8	5	13.9%
SMS (band B)	13	2	1	6.7%
SMS (band C)	2	0	0	0
SMS (band D)	0	0	0	0
Total	119	31	10	6.7%*

*The turnover rate is the number of employees terminating or transferring from GTAC, expressed as a percentage of the total number of employees at 1 April 2017 plus appointments and transfers into the department.

Table 21: Annual turnover rates by critical occupation for the period 1 April 2017 to 31 March 2018

Critical occupation	Number of employees a beginning of period 1 April 2017	Appointments and transfers into department	Terminations and transfers out of department	Turnover rate %
Monitoring, reporting, evaluation and learning specialists	7	2	2	22.2%
Quantitative Data Analytics	1	0	0	0
Capital Project Appraisal Analysts	4	0	0	0

Table 22: Reasons for staff leaving the department, 1 April 2017 to 31 March 2018

Termination type	Number	% of total
Death	0	0
Resignation	9	90%
Expiry of contract	0	0
Dismissal – operational changes	0	0
Dismissal – misconduct	1	10%
Dismissal – inefficiency	0	0
Discharged due to ill health	0	0
Retirement	0	0
Severance package	0	0
Transfers to other public service departments	0	0
Total	10	%
Number of employees who left as a % of total employment (as at 31 March 2017)	8.4%	

Table 23: Promotions by critical occupation, 1 April 2017 to 31 March 2018

Occupation	Number of employees a beginning of period 1 April 2017*	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
Monitoring, reporting, evaluation and learning specialists	7	3	42.9%	0	0
Quantitative data analytics	1	0	0	0	0
Capital project appraisal analysts	4	0	0	0	0

Table 24: Promotions by salary band, 1 April 2017 to 31 March 2018

Salary band	Employees, 1 April 2017	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	0	0	0	0
Highly skilled production (levels 6-8)	20	2	10%	0	0
Highly skilled supervision (levels 9-12)	55	6	10.9%	0	0
Senior management (levels 13-16)	43	1	2.3%	0	0
Total	119	8	6.7%	0*	0

*Pay progressions affected were as a result of outcomes of the GTAC's performance management and development system. No salary progressions were approved for retention purposes for the reporting period.

1.7 EMPLOYMENT EQUITY

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

Table 25: Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2018

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Salary Level 13-16)	21	1	3	5	10	1	1	7	49
Professionals (Salary Level 11-12)	17	2	0	1	20	3	0	8	51
Technicians and associate professionals (Salary Level 9-10)	6	0	0	0	7	0	0	1	14
Clerks (Salary Level 5-8)	2	0	0	0	21	3	0	0	26
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*	46	3	3	6	58	7	1	16	140
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 26: Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2018

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)	21	1	3	5	10	0	1	6	47
Professionally qualified and experienced specialists and mid-management (levels 11-12)	17	2	0	1	20	3	0	8	51
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 9-10)	6	0	0	0	7	0	0	1	14
Semi-skilled and discretionary decision-making (levels 6-8)	2	0	0	0	20	3	0	0	25
Unskilled and defined decision-making (levels 1-5)	0	0	0	0	1	0	0	0	1
Total	46	3	3	6	58	7	1	16	140

Table 27: Recruitment, 1 April 2017 to 31 March 2018

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)	3	1	0	1	4	0	0	1	10
Professionally qualified and experienced specialists and mid-management (levels 9-12)	9	0	0	1	3	1	0	0	14
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	0	0	0	0	0	7	0	0	7
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	1	0	2	7	8	0	1	31
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 28: Promotions for the period 1 April 2017 to 31 March 2018

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	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management (levels 9-12)	3	0	0	0	1	1	0	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	1	0	0	0	1	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
Employees with disabilities	0	0	0	0	0	0	0	0	0
Total	4	0	0	0	3	1	0	1	9
Employees with disabilities	0	0	0	0	0	0	0	0	0

Table 29: Terminations for the period 1 April 2017 to 31 March 2018

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)	1	0	1	0	3	0	0	1	6
Professionally qualified and experienced specialists and mid-management (levels 9-12)	1	0	0	0	1	0	0	2	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (levels 6-8)	0	0	0	0	0	0	0	0	0
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	2	0	1	0	4	0	0	3	10

Table 30: Disciplinary action for the period 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 31: Skills development for the period 1 April 2017 to 31 March 2018

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	9	0	4	3	9	0	1	2	28
Professionals	13	0	0	0	3	1	0	3	20
Technicians and associate professionals	4	0	0	1	21	0	0	0	26
Clerks	1	0	0	0	0	0	0	0	1
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
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*	27	0	4	4	33	1	1	5	75
Employees with disabilities									

9.1 PERFORMANCE REWARDS

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

Table 32: Signing of performance agreements by SMS members as on 31 May 2017

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	0
Salary level 16	0	0	0	0
Salary level 15	2	2	2	100%
Salary level 14	16	13	13	100%
Salary level 13	32	28	28	100%
Total	51	43	43	100%

Table 33: Reasons for not having concluded performance agreements for all SMS members as on 31 March 2018

Reasons
N/A

Table 34: Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 March 2018

Reasons
N/A

Table 35: Performance rewards by race, gender and disability, 1 April 2016 to 31 March 2017

	Beneficiary profile			Cost	
	No. of beneficiaries Total no. of employees		% of total within group	Cost (R 000)	Average cost per employee
African					
Male	27	36	72	489	19
Female	34	48	71	394	12
Indian					
Male	3	3	100	48	16
Female	1	1	100	28	28
Coloured					
Male	2	2	100	33	16
Female	5	6	83	119	24
White					
Male	3	4	40	84	28
Female	16	19	84	307	19
Total	91	119		1,501	

*2016/17 performance rewards results are reported during 2017/18 annual report

Table 36: Performance rewards by salary band for personnel below SMS, 1 April 2016 to 31 March 2017

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	10	10	
Highly skilled production (levels 6-8)	17	20	90	141	8	
Highly skilled supervision (levels 9-12)	43	55	78	572	13	
Total	61	76		723		

Table 37: Performance rewards by critical occupation for the period 1 April 2016 to 31 March 2017

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)
Monitoring, reporting, evaluation and learning specialists	5	7	71%	54	11
Quantitative data analytics	1	1	100%	18	18
Capital project appraisal analysts	4	4	100%	58	14

Table 38: Performance-related rewards (cash bonus), by salary band, for SMS for the period 1 April 2016 to 31 March 2017

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	18	28	54	395	22	18
Band B	10	13	77	276	27	10
Band C	2	2	100	107	53	2
Band D	0	0	0	0	0	0
Total	30	43		778		30

9.1 FOREIGN WORKERS

Table 39: Foreign workers by salary band, 1 April 2017 to 31 March 2018

Salary band	1 April 2017		31 March 2018		Change*	
	No.	% of total	No.	% of total**	No.	% change
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)	8	14.5%	8	12.3%	0	0
Senior management (levels 13-16)	6	13.95%	7	14.3%	1	16.66%
Total	14	%11.76%	15	10.71%	1	16.66%

Table 40: Foreign workers by major occupation, 1 April 2017 to 31 March 2018

Major occupation	1 April 2017		31 March 2018		Change*	
	No.	% of total	No.	% of total**	No.	% change
Senior management	6	13.95%	7	14.3%	1	16.66%
Professional qualified	6	14.63%	6	12.24%	0	0
Skilled technical	2	14.29%	2	13.33%	0	0
Semi-skilled	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0
Total	14*	11.76%	15#	10.71%	1	16.66%

- * This table includes 5 employees without permanent residency and 9 with permanent residency who have non-South African citizenship identity documents.
- # This table includes 3 employees without permanent residency and 12 with permanent residency who have non-South African citizenship identity documents.

Leave utilisation for the period 1 January 2017 to 31 December 2017

The Public Service Commission has identified the need for careful monitoring of sick leave within the public service. The following tables indicate the use and estimated cost of sick leave (Tables 46) and disability leave (Table 47).

Table 41: Sick leave, 1 January 2017 to 31 December 2017

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)	5	40%	1	100%	5	6
Highly skilled production (levels 6-8)	159	76.7%	21	84%	8	228
Highly skilled supervision (levels 9-12)	488	84%	53	82%	9	1,347
Senior management (levels 13-16)	274	84%	40	82%	7	1,090
Total	926	83%	115	82%	8	2,670

Table 42: Disability leave (temporary and permanent), 1 January 2017 to 31 December 2017

Salary band	Total days	% days with medical certification	No. of employees using disability 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)	0	0	0	0	0	0
Highly skilled production (levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (levels 9-12)	26	100%	1	1.5%	26	81,27
Senior management (levels 13-16)	61	100%	1	2%	61	225,2
Total	87	100%	2	1.4%	44	306,5

The table above represent applications for temporary incapacity leave, short (26 days) and long (61 days), respectively. The applications were approved in line with the Procedure for Incapacity Leave and Ill-health Retirement.

Table 43: Annual leave, 1 January 2017 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)	32	1	32
Highly skilled production (levels 6-8)	479	24	20
Highly skilled supervision (levels 9-12)	1165	60	19
Senior management (levels 13-16)	939	47	20
Totals	2615	132	20

Table 44: Capped leave, 1 January 2017 to 31 December 2017

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 2017
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

The following table summarises payments made to employees as a result of leave not taken.

Table 45: Leave pay-outs, 1 April 2017 to 31 March 2018

Reason	Total amount (R 000)	No. of employees	Average payment per employee (R 000)
Leave pay-out for 2017/18 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2017/18	0	0	0
Current leave pay-outs on termination of service for 2017/18	100.639	6	16.77
Total	100.639	6	16.77

9.1 HIV/AIDS AND HEALTH PROMOTION PROGRAMMES

Table 46: 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
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 47: Details of health promotion and HIV/AIDS programmes*

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations (2001)? If so, provide her/his name and position.	X		<p>Besa Muthuri Chief Director: Human Capital Management and Corporate Support Services GTAC Email: besa.muthuri@gtac.gov.za</p> <p>GTAC and the National Treasury entered into a shared service agreement, with the Treasury rendering full counselling support to GTAC on employee wellness. GTAC also holds physical wellness and awareness events independent of the Treasury. GTAC employees can access the Treasury's Siyaphila wellness programme, which provides counselling services and an on-site clinic (for family planning, voluntary HIV/AIDS testing, tuberculosis screening and health risk assessments). The healthcare services are offered by Metropolitan Health.</p>
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		<p>GTAC's Human Capital Management's Human Resources Administration unit is dedicated to providing wellness services to staff. These services are implemented by the Deputy Director: Human Resources Administration and the Assistant Director: Human Resources Management. GTAC has an annual budget of R500 000 for this purpose.</p>

Question	Yes	No	Details, if yes
<p>3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this programme.</p>	X		<p>The National Treasury provides employee assistance programmes through the <i>Siyaphila</i> wellness programme, a confidential, free, 24-hour, 365-day personal support line for Treasury employees and their immediate family members. Services include counselling, wellness management, HIV/AIDS management, primary healthcare services and productivity management. This service is fully extended to GTAC.</p> <p>GTAC also offers staff quarterly health risk assessments free of charge, assisted by the Government Employees Medical Scheme. In addition, service providers provide wellness services at annual wellness events, including the promotion of physical health and a healthy lifestyle, cancer prevention and testing, stress management, and 16 days of activism against women and children abuse. GTAC also commemorates World Aids Day. GTAC envisages appointing a service provider to render services to staff independently of the Treasury in 2018/19.</p>
<p>4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.</p>		X	
<p>5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.</p>	X		<p>The HIV/AIDS and tuberculosis management policy was approved as part of the National Treasury's Employee Wellness Programme Policy. GTAC adopted all Treasury health and wellness policies. GTAC does not request medical testing at appointment, and none of its positions stipulate that an employee's HIV status should be disclosed. Based on testing, if positive, employees are registered on the <i>Siyaphila</i> programme and referred to their nearest healthcare facility to obtain treatment and manage their health accordingly.</p>
<p>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.</p>	X		<p>Metropolitan Health professionals are sworn to secrecy based on their health professions code of conduct. Employee records are dealt with confidentially, and new infections are managed as stated above.</p>

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo voluntary counselling and testing? If so, list the results that you have achieved.	X		The National Treasury has a primary healthcare clinic on site. A nurse is available twice a week, for four hours a day, and a doctor once a week, for an hour. These free services give employees an opportunity for voluntary counselling and testing. In addition, GTAC hosts quarterly events with professional nurses, where employees can undertake voluntary testing. During 2017/18, GTAC used healthcare services from the Government Employees Medical Scheme to render these 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"> • Absenteeism rate and utilisation of sick leave • Complaints of fatigue and tardiness. • Incapacity and ill-health leave applications. • Nature of referrals to service providers. • Employee wellness programme utilisation and attendance of events. • Feedback received from service providers on the health risk assessments of staff.

1.9 LABOUR RELATIONS

Table 48: Collective agreements, 1 April 2017 to 31 March 2018

Subject matter	Date
N/A	N/A

The following table summarises the outcome of disciplinary hearings conducted within GTAC for the year under review.

Table 49: Misconduct and disciplinary hearings for the period 1 April 2017 to 31 March 2018

Outcome of Disciplinary hearings	Number	% of total
Correctional counselling	0	0%
Verbal warning	0	0%
Written warning	2	50%
Final written warning	0	0%
Suspended without pay	0	0%
Fine	0	0%
Demotion	0	0%
Dismissal	1	25%
Not guilty	0	0%
Case withdrawn	1	0%
TOTAL	4	0%

Table 50: Types of misconduct addressed at disciplinary hearing, 1 April 2017 to 31 March 2018

Type of Misconduct	Number	% of total
N/A	0	0
N/A	0	0

Table 51: Grievances lodged, 1 April 2016 to 31 March 2017

Grievances	Number	% of total
Number of grievances resolved	1	50%
Number of grievances not resolved	1	50%
Total number of grievances lodged	2	100%

Table 52: Disputes lodged with councils, 1 April 2017 to 31 March 2018

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

Table 53: Strike action for, 1 April 2017 to 31 March 2018

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 54: Precautionary suspensions, 1 April 2017 to 31 March 2018

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

1.10 SKILLS DEVELOPMENT

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

Table 55: Training needs identified, 1 April 2017 to 31 March 2018

Occupational categories	Gender	No. of employees as at 1 April 2017	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	6	0	5	3	14
	Male	1	0	17	0	18
Professionals	Female	6	0	5	3	14
	Male	1	0	17	0	18
Technicians and associated professionals	Female	18	0	4	0	22
	Male	3	0	1	0	4
Clerks	Female	0	0	1	0	1
	Male					
Service and sales workers	Female					
	Male					
Skilled agriculture and fishery workers	Female					
	Male					
Craft and related trades workers	Female					
	Male					
Plant and machine operators and assemblers	Female					
	Male					
Elementary occupations	Female					
	Male					
Subtotal	Female	28	0	10	3	41
	Male	13	0	20	2	35
Total		41	0	30	5	76

Table 56: Training provided, 1 April 2016 to 31 March 2017

Occupational categories	Gender	No. of employees as at 1 April 2017	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

9.1 SEVERANCE PACKAGES

Table 57: Granting of employee initiated severance packages, 1 April 2016 to 31 March 2017

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by the MPSA	Number of packages approved by the GTAC
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