

Part V

Human Resource Management



prosperity through mobility

Human Resources

1. EXPENDITURE

TABLE 1.1 – Personnel costs by programme, 2002/ 03

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
Administration (transport)	96 884	40 533	0	24 692	41.8	103
Roads	877 764	185 021	0	529 790	21.1	61
Road traffic	187 893	89 838	0	57 867	47.8	104
Public transport	19 739	2 735	0	12 188	13.9	109
Auxiliary and associated serv	7 837	0	0	1 427	0	0
Total	1 190 117	318 127	0	625 964	26.7	73

TABLE 1.2 – Personnel costs by salary bands, 2002/ 03

Salary Bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	80 694	25	43
Skilled (Levels 3-5)	86 152	27	66
Highly skilled production (Levels 6-8)	117 336	36	116
Highly skilled supervision (Levels 9-12)	25 681	8	265
Senior management (Levels 13-16)	8 264	4	376
Total	318 127		73

TABLE 1.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2002/03

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Administration	27294	60	2529	5.6	903	2	2637	5.8
Roads	134510	68.8	1954	1	2477	1.3	7552	3.9
Road Traffic	53264	54.6	13636	14	1830	1.9	6935	7.1
Public Transport	1887	66.7	0	0	78	2.8	193	6.8
Total	217343	63.5	18119	5.3	5290	1.5	17339	5.1

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TABLE 1.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2002/ 03

Salary Bands	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Lower skilled (Levels 1-2)	60 115	72.7	1 282	1.6	637	0.8	1 979	2.4
Skilled (Levels 3-5)	58 907	65.1	6 470	7.2	1 309	1.4	5 076	5.6
Highly skilled production (Levels 6-8)	77 812	58.8	9 680	7.3	2 874	2.2	8 963	6.8
Highly skilled supervision (Levels 9-12)	15 391	59.9	687	2.7	459	1.8	1 088	4.2
Senior management (Levels 13-16)	5 118	54.3	0	0	11	0.1	233	2.5
Total	217 343	63.5	18 119	5.3	5 290	1.5	17 339	5.1

2. EMPLOYMENT AND VACANCIES

TABLE 2.1 – Employment and vacancies by programme, 31 March 2003

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administration	648	394	39.20%	0
Roads	5 688	3 051	46.36%	35
Road Traffic	1 043	863	17.26%	0
Public Transport	29	25	13.79%	0
Total	7 408	4 333		35

TABLE 2.2 – Employment and vacancies by salary bands, 31 March 2003

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	3938	1886	52.11%	0
Skilled (Levels 3-5)	2011	1314	34.66%	31
Highly skilled production (Levels 6-8)	1269	1014	20.09%	1
Highly skilled supervision (Levels 9-12)	158	97	38.61%	1
Senior management (Levels 13-16)	32	22	31.25%	2
Total	7408	4333		35

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TABLE 2.3 – Employment and vacancies by critical occupation, 31 March 2003

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Senior Management (Levels 13- 16)	32	22	31.25%	2
Total	32	22	31.25%	2

3.JOB EVALUATION

TABLE 3.1 – Job Evaluation, 1 April 2002 to 31 March 2003

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	3938	0	0.00%	0	0.00%	0	0.00%
Skilled (Levels 3-5)	2011	9	0.45%	2	22.22%	1	11.11%
Highly skilled production (Levels 6-8)	1269	21	1.65%	8	38.10%	0	0.00%
Highly skilled supervision (Levels 9-12)	158	47	29.75%	1	2.13%	0	0.00%
Senior Management Service Band A	24	19	79.17%	0	0.00%	1	5.26%
Senior Management Service Band B	5	4	80.00%	1	25.00%	0	0.00%
Senior Management Service Band C	2	1	50.00%	1	100.00%	0	0.00%
Senior Management Service Band D	1	0	0.00%	0	0.00%	0	0.00%
Total	7408	101		13	0.18%	2	0.03%

TABLE 3.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2002 to 31 March 2003

Beneficiaries	African	Asian	Coloured	White	Total
Female	4	4	0	1	9
Male	0	2	0	1	3
Total	4	6	0	2	12

Employees with a disability	NIL
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TABLE 3.3 – Employees whose salary level exceed the grade determined by job evaluation, 1 April 2002 to 31 March 2003 (in terms of PSR 1.V.C.3)

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2002/ 03	None
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TABLE 3.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2002 to 31 March 2003 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	N/A	N/A

Employees with a disability	NIL
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4. - EMPLOYMENT CHANGES

TABLE 4.1 – Annual turnover rates by salary band for the period 1 April 2002 to 31 March 2003

Salary Band	Number of employees per band as on 1 April 2002	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	2020	3	126	6.24%
Skilled (Levels 3-5)	1455	99	121	8.32%
Highly skilled production (Levels 6-8)	989	13	60	6.07%
Highly skilled supervision (Levels 9-12)	93	6	6	6.45%
Senior Management Service Band A	11	3	1	9.09%
Senior Management Service Band B	5	0	0	0.00%
Senior Management Service Band C	2	0	0	0.00%
Senior Management Service Band D	1	0	0	0.00%
Total	4576	124	314	6.86%

TABLE 4.2 – Annual turnover rates by critical occupation for the period 1 April 2002 to 31 March 2003

Occupation:	Number of employees per occupation as on 1 April 2002	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
NIL				
Total				

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Table 4.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	92	29.30%
Resignation	61	19.43%
Expiry of contract	43	13.69%
Dismissal – operational changes	0	0.00%
Dismissal – misconduct	10	3.18%
Dismissal – inefficiency	0	0.00%
Discharged due to ill-health	31	9.87%
Retirement	56	17.83%
Transfers to other Public Service Departments	15	4.78%
Other	6	1.91%
Total	314	

Total number of employees who left as a % of the total employment	7.25%
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Table 4.4 – Promotions by critical occupation

Occupation:	Employees as at 1 April 2002	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Senior Managers (Level A)	17	1	5.88%		0.00%
Total	17	1	5.88%		0.00%

Table 4.5 – Promotions by salary band

Salary Band	Employees as at 1 April 2002	Promotion to another salary level	Salary bands promotion as a % of employees by salary level	Prog. to another notch within a salary level	Notch Prog. as a % of employees by salary band
Lower skilled (Levels 1-2)	2020	2	0.10%	80	3.96%
Skilled (Levels 3-5)	1455	39	2.68%	102	7.01%
Highly skilled production (Levels 6-8)	989	62	6.27%	141	14.26%
Highly skilled supervision (Levels 9-12)	93	17	18.28%	15	16.13%
Senior management (Levels 13-16)	19	0	0.00%	0	0.00%
Total	4576	120	2.62%	338	7.39%

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5. EMPLOYMENT EQUITY

5.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2003

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and manager	12	0	1	5	2	0	0	1	21
Professionals	7	0	13	48	5	2	4	3	82
Technicians and associate professionals	250	37	123	136	72	8	3	51	710
Clerks	89	19	36	30	212	39	126	221	772
Service and sales workers	97	3	3	3	5	0	0	0	111
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	144	15	38	85	1	0	0	0	283
Plant and machine operators and assemblers	420	1	2	0	1	0	0	0	424
Elementary occupations	1748	3	8	12	158	0	1	0	1930
Total	2767	78	224	319	456	49	164	276	4333
Employees with disabilities	3	0	0	1	1	0	2	0	7

5.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	India	White	African	Coloured	India	White	
Top Management	1	0	1	0	0	0	0	1	3
Senior Management	11	0	0	5	2	0	0	0	18
Professionally qualified and experienced specialists and mid-management	18	2	13	49	8	0	4	5	99
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	220	32	125	205	113	19	82	223	1019
Semi-skilled and discretionary decision making	844	43	76	50	167	29	77	44	1330
Unskilled and defined decision making	1676	3	7	8	167	0	1	2	1864
Total	2770	80	222	317	457	48	164	275	4333

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5.3 Recruitment for the period 1 April 2002 to 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	1	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	1	0	2	0	0	1	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	0	1	0	4	1	3	0	13
Semi-skilled and discretionary decision making	53	7	5	3	22	4	4	1	99
Unskilled and defined decision making	1	0	0	0	2	0	0	0	3
Total	62	7	7	3	31	5	7	2	124
Employees with disabilities	0	0	0	0	0	0	0	0	0

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5.4 Promotions for the period 1 April 2002 to 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	3	0	3	2	1	0	0	1	10
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	37	3	8	7	6	0	3	5	69
Semi-skilled and discretionary decision making	25	0	3	0	6	2	0	3	39
Unskilled and defined decision making	1	1	0	0	0	0	0	0	2
Total	66	4	14	9	13	2	3	9	120

Employees with disabilities	0	0	0	0	0	0	0	0	0
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5.5 Terminations for the period 1 April 2002 to 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	3	0	0	0	2	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	17	4	3	16	7	0	1	12	60
Semi-skilled and discretionary decision making	75	2	4	13	13	2	6	6	121
Unskilled and defined decision making	123	0	1	0	2	0	0	0	126
Total	217	6	8	32	22	2	7	20	314

Employees with disabilities	0	0	0	0	0	0	0	0	0
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5.6 Disciplinary action for the period 1 April 2002 to 31 March 2003

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	48	5	12	7	5	1	3	5	86

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5.7 Skills development for the period 1 April 2002 to 31 March 2003

Occupational Categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators senior officials and managers	1	0	2	2	0	0	1	1	7
Professionals	0	0	0	1	0	0	0	0	1
Technicians and associate professionals	14	0	1	2	3	0	0	0	20
Clerks	7	0	4	2	16	2	6	17	54
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	4	3	16	0	0	0	0	0
Craft and related traders workers	0	2	4	13	13	2	6	6	0
Plant and machine operators and assemblers	146	3	8	26	7	0	0	0	190
Elementary occupations	55	3	7	5	4	1	3	1	79
Total	223	6	22	38	30	3	10	19	351

Employees with disabilities	0	0	0	0	0	0	0	0	0
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6. PERFORMANCE REWARDS

TABLE 6.1 – Performance Rewards by race, gender, and disability, 1 April 2002 to 31 March 2003

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African Male	5	2766	0.18%	R 32	R 6
Female	13	459	2.83%	R 106	R 8
Asian Male	3	222	1.35%	R 41	R 14
Female	26	162	16.05%	R 258	R 10
Coloured Male	2	80	2.50%	R 39	R 19
Female	2	46	4.35%	R 23	R 12
White Male	12	316	3.80%	R 155	R 13
Female	32	275	11.64%	R 393	R 12
Employees with a disability		7			
Total	95	4333	2.19%	R 1,048	R 11

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TABLE 6.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2002 to 31 March 2003

Salary Bands	Beneficiary Profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower skilled (Levels 1-2)	1	1886	0.05	5	5	0%
Skilled (Levels 3-5)	19	1314	1.45	132	7	0%
Highly skilled production (Levels 6-8)	72	1014	7.10	837	12	1%
Highly skilled supervision (Levels 9-12)	3	97	3.09	73	24	0%
Total	95	4311	2.20	1,047	11	11%

TABLE 6.3 – Performance Rewards by critical occupations, 1 April 2002 to 31 March 2003

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
SMS (Salary Bands A – D)	13	21	62%	283	21.77
Total	13	21	62%	283	21.77

TABLE 6.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee (R)	% of SMS Wage Bill
	Number of beneficiaries	Number of employees	% of total within band			
Band A	7	13	54	96	1.371	2
Band B	3	5	60	60	2.000	2.5
Band C	2	2	100	68	3.400	5.6
Band D	1	1	100	59	5.900	6.7
TOTAL	13	21	62	283	2176.9	3

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7. FOREIGN WORKERS

TABLE 7.1 – Foreign Workers, 1 April 2002 to 31 March 2003, by salary band

Salary Band	1 April 2002		31 March 2003		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0.00%		0.00%	0	0.00%
Skilled (Levels 3-5)	2	33.33%	1	16.67%	-1	-50%
Highly skilled production (Levels 6-8)	2	33.33%	2	33.33%	0	0.00%
Highly skilled supervision (Levels 9-12)	1	16.67%	2	33.33%	1	50%
Senior management (Levels 13-16)	1	16.67%	1	16.67%	0	0.00%
Total	6	100.00%	6	100.00%	0	0.00%

TABLE 7.2 – Foreign Worker, 1 April 2002 to 31 March 2003, by major occupation

Major Occupation	1 April 2002		31 March 2003		Change	
	Number	% of total	Number	% of total	Number	% change
Director	1	16.67%	1	16.67%	0	0.00%
Deputy Chief Engineer	1	16.67%	1	16.67%	0	0.00%
Assistant Engineer	1	16.67%	1	16.67%	0	0.00%
Manager: Information Technology	0	0.00%	1	16.67%	1	50,00%
Senior Administration Clerk II	1	16.67%	1	16.67%	0	0.00%
Student Industrial Technician	1	16.67%	0	0.00%	-1	-50,00%
Driver Grade II	1	16.67%	1	16.67%	0	0.00%
Director	1	16.67%	1	16.67%	0	0.00%
Deputy Chief Engineer	1	16.67%	1	16.67%	0	0.00%
Total	6		6		0	0.00%

8. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2002 TO 31 DECEMBER 2002

TABLE 8.1 – Sick leave, 1 January 2002 to 31 December 2002

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)
Lower skilled (Levels 1-2)	6784	23.30%	852	30.15%	7.96	R 797
Skilled (Levels 3-5)	6832	21.80%	985	34.85%	6.94	R 1,083
Highly skilled production (Levels 6-8)	6261	18.90%	918	32.48%	6.82	R 1,739
Highly skilled supervision (Levels 9-12)	432	16.70%	66	2.34%	6.55	R 237
Senior management (Levels 13-16)	46	24.10%	5	0.18%	9.20	R 55
Total	20355	21.20%	2826	1	7.20	R 3,911

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TABLE 8.2 – Disability leave (temporary and permanent), 1 January 2002 to 31 December 2002

Salary Band	Total days taken	% days with medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	1079	8.60%	42	24.71%	25.69	129
Skilled (Levels 3-5)	1198	15.60%	60	35.29%	19.97	200
Highly skilled production (Levels 6-8)	1404	12.30%	67	39.41%	20.96	400
Highly skilled supervision (Levels 9-12)	29	3.40%	1	0.59%	29.00	13
Senior management (Levels 13-16)	0	0.00%	0	0.00%	0.00	0
Total	3710		170	100.00%	21.82	742

TABLE 8.3 – Annual Leave, 1 January 2002 to 31 December 2002

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	39580	20.99
Skilled Levels 3-5)	26111	19.87
Highly skilled production (Levels 6-8)	23242	22.92
Highly skilled supervision(Levels 9-12)	2288	23.59
Senior management (Levels 13-16)	243	11.05
Total	91464	21.11

TABLE 8.4 – Capped leave, 1 January 2002 to 31 December 2002

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2002
Lower skilled (Levels 1-2)	9170	11	75.94
Skilled Levels 3-5)	3486	4	66.19
Highly skilled production (Levels 6-8)	3349	4	76.65
Highly skilled supervision(Levels 9-12)	643	1	97.02
Senior management (Levels 13-16)	0	0	80.74
Total	16648	19	73.65

TABLE 8.5 – Leave payouts for the period 1 April 2002 to 31 March 2003

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee (R)
Leave payout for 2002/03 due to non-utilisation of leave for the previous cycle	265	55	4818
Capped leave payouts on termination of service for 2002/03	2402	169	14213
Current leave payout on termination of service for 2003/03	94	48	1958
Total	2761	272	10151

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9. HIV/AIDS & HEALTH PROMOTION PROGRAMMES

TABLE 9.1 – 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
Provincial Inspectors	Protective clothing such as gloves etc have been provided for use at accident scenes etc.

TABLE 9.2 – Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the 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		Miss V Cunliffe: Head Corporate Services
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.	Yes		R6million
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes		Assists employees with alcohol, drug dependence, HIV/Aids, Counselling etc
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		M Ferreira, M Both, P Govender, R Burns, D Mthembu, S Afrika, J Mabanga, M Thomas
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.	Yes		All policies were reviewed e.g. recruitment and selection, leave etc
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		Any employee who discriminates against a HIV positive person will be dealt with in terms of the disciplinary procedures
7. Does the department encourage its employees to undergo Voluntary Counseling and Testing? If so, list the results that you have achieved.	Yes		As it is voluntary we have been unable to determine its effectiveness as yet
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	Yes		Absenteeism is monitored

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10. LABOUR RELATIONS

The following collective agreements were entered into with trade unions within the department.

TABLE 10.1 – Collective agreements, 1 April 2002 to 31 March 2003

Total collective agreements	None
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TABLE 10.2 – Misconduct and disciplinary hearings finalised, 1 April 2002 to 31 March 2003

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	55	21.74%
Verbal warning	29	11.46%
Written warning	115	45.45%
Final written warning	38	15.02%
Suspended without pay	4	1.58%
Fine	0	0.00%
Demotion	3	1.19%
Dismissal	9	3.56%
Not guilty	0	0.00%
Case withdrawn	0	0.00%
Total	253	

If there were no disciplinary hearings, then use the following table

Disciplinary hearings – 2002/ 03	None
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TABLE 10.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Disobeying a lawful instruction	8	44.44%
Fraud	5	27.78%
Discharge of firearm	1	5.56%
Under the influence of Alcohol	2	11.11%
Absent without authority	2	11.11%
Total	18	

TABLE 10.4 – Grievances lodged for the period 1 April 2002 to 31 March 2003

	Number	% of Total
Number of grievances resolved	10	6.94%
Number of grievances not resolved	134	93.06%
Total number of grievances lodged	144	

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TABLE 10.5 – Disputes lodged with Councils for the period 1 April 2002 to 31 March 2003

	Number	% of Total
Number of disputes upheld	10	16.13%
Number of disputes dismissed	10	16.13%
Number of disputes settled	8	12.90%
Number of disputes withdrawn	4	6.45%
Number of disputes outstanding ⁰	30	48.39%
Total number of disputes lodged	62	

TABLE 10.6 – Strike actions for the period 1 April 2002 to 31 March 2003

Total number of person working days lost	Nil
Total cost (R'000) of working days lost	Nil
Amount (R'000) recovered as a result of no work no pay	Nil

TABLE 10.7 – Precautionary suspensions for the period 1 April 2002 to 31 March 2003

Number of people suspended	5
Number of people whose suspension exceeded 30 days	4
Average number of days suspended	120
Cost (R'000) of suspensions	R 287,278.50

11. SKILLS DEVELOPMENT

11.1 Training needs identified 1 April 2002 to 31 March 2003

Occupational Categories	Gender	Number of employees as at 1 April 2003	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and manager	Female	3	0	13	0	13
	Male	18	0	43	0	43
Professionals	Female	10	0	0	0	0
	Male	73	0	1	0	1
Technicians and associat professionals	Female	173	0	17	0	17
	Male	562	0	45	0	45
Clerks	Female	592	0	27	0	27
	Male	170	0	13	0	13
Service and sales workers	Female	5	0	0	0	0
	Male	105	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	1	0	0	0	0
	Male	281	0	0	0	0
Plant and machine operators and assembler	Female	1	0	0	0	0
	Male	421	0	26	0	26
Elementary occupations	Female	159	0	1	0	1
	Male	1759	0	177	0	177
Sub Total	Female	944	0	58	0	58
	Male	3389	0	305	0	305
Total		4333	0	363	0	363

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11.2 Training provided 1 April 2002 to 31 March 2003

Occupational Categories	Gender	Number of employees as at 1 April 2003	Training provided within the reporting period			Total
			Learnerships	Skills Programmes & other short courses	Other forms of training	
Legislators, senior officials and managers	Female	3	0	2	0	2
	Male	18	0	5	0	5
Professionals	Female	10	0	0	0	0
	Male	73	0	1	0	1
Technicians and associate professionals	Female	173	0	3	0	3
	Male	562	0	17	0	17
Clerks	Female	592	0	41	0	41
	Male	170	0	13	0	13
Service and sales workers	Female	5	0	0	0	0
	Male	105	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	1	0	0	0	0
	Male	281	0	0	0	0
Plant and machine operators and assemblers	Female	1	0	7	0	7
	Male	421	0	183	0	183
Elementary occupations	Female	159	0	9	0	9
	Male	1759	0	70	0	70
Sub Total	Female	944	0	62	0	62
	Male	3389	0	289	0	289
		4333	0	351	0	351

12. INJURY ON DUTY

TABLE 12.1 – Injury on duty, 1 April 2002 to 31 March 2003

Nature of injury on duty	Number	% of total
Required basic medical attention only	105	91.30%
Temporary Total Disablement	6	5.22%
Permanent Disablement	1	0.87%
Fatal	3	2.61%
Total	115	

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13. UTILISATION OF CONSULTANTS

Table 13. 1: Report on consultant appointments using appropriated funds

Project Title	Total Number of Consultants that worked on the projects	Duration	Contract Value R'000
General office administration, data captures, issue summons	45	Annual Contract	1 460
District Consult providing support to Regional Director	60	Annual Contract	5 727
Vehicle Test Centre and Regulation	1	Annual Contract	1 380
Community Organisation, Research & Development	4	Annual Contract	2 982
ABET	5	Annual Contract	769
Legal Service Labour Relations	4	Annual Contract	439
Good Governance/Mission Directed Work Teams	6	Annual Contract	2 645
Management Support	2	Annual Contract	950
Judicial Commission-Attorney/Chairman fees, LRTB	2	Annual Contract	693
Capturing of accident information	5	Annual Contract	455
Establish/Training of Community Rd Safety Council, implement Omela Ngasakhaya Program	10	Annual Contract	3 058

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Table 13.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that worked on the project
General office administration, data captures, issue summons	60%	60%	80%
District Consult providing support to Regional Director	50%	60%	80%
Vehicle Test Centre and Regulation	20%	30%	0%
Community Organisation, Research & Development	60%	60%	100%
ABET	50%	50%	75%
Legal Service Labour Relations	100%	100%	100%
Good Governance/Mission Directed Work Teams	100%	100%	100%
Management Support	15%	30%	100%
Judicial Commission Attorney/Chairman fees, LRTB	50%	50%	50%
Capturing of accident information	100%	100%	100%
Establish/Training of Community Rd Safety Council, implement Omela Ngasakhaya Program	60%	60%	80%

Table 13.3: 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
NIL			
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
NIL			

Table 13.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
NIL			

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