

RESOLUTION NO.	SUBJECT	DETAILS	RESPONSE BY THE DEPARTMENT	STATUS OF RESOLVE
		of this resolution develop an action plan that clearly indicates the measures, target dates and responsibility. The Accounting Officer must request monthly management, monitoring and reporting on the status of implementation of this action plan from the CEO and institute disciplinary actions against relevant officials for poor performance.		

## 9. PRIOR MODIFICATIONS TO AUDIT REPORTS

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
n/a		

## 10. INTERNAL CONTROL UNIT

Internal Control functions are performed in individual sections of the Strategic Financial Management Chief Directorate. For the Financial Accounting directorate the Internal Control function is performed in terms of the verification and safekeeping of financial transaction documentation, and ensuring the availability of credible and verifiable supporting documentation for internal and external audit purposes.

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit unit is independent of management and reports directly to the Audit Committee. A three year rolling plan and risk based annual operational plans were prepared by the Internal Audit Directorate and approved by the Audit Committee. The Audit Committee is of the opinion that the control environment needs improvement to provide reasonable assurance that risks are appropriately managed and that applicable legislation is adhered to. Management had implemented corrective action where possible to ensure controls are in place and operating as intended

The Audit Committee reports that it has developed its terms of reference (Charter). The Audit further reports that the committee has regulated its affairs in accordance with the Approved Audit Committee Charter.

## 12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2016.

### Audit Committee Members and Attendees

The Audit Committee consists of the following members listed hereunder and met 5 times as per its approved terms of reference.

Names	Qualifications	Internal or External	If Internal, position in the department	Date appointed	Date resigned	No of meetings attended
W Rooifontein (Chairperson)	B Comm (Honours)	Internal	Director	1 April 2014	None	05
H Mohane	MSc (Agricultural Economics)  Mcom (Economics)	External	Managing Director	1 April 2014	None	05
NB Dyeyi	B Proc	Internal	Acting Magistrate  Director: Dyeyi Attorneys	1 April 2014	None	05
K Mackerduth	Chartered Accountant (SA)	Internal	Chief Financial Officer	1 April 2014	None	03

### Audit Committee Responsibility

The Committee reports that it has operated and performed its oversight responsibilities independently and objectively in compliance with section 38 (1) (a) of the PFMA and Treasury Regulations 3.1. The Audit Committee has adopted appropriate formal terms of reference in its Audit Committee Charter. The Committee has also regulated its affairs in compliance with the Charter and has discharged its responsibilities as contained therein. The Audit Committee is an advisory Committee of the Department operating with an independent and objective overview role.

## **The Effectiveness of Internal Control and Risk Management**

The system of internal control applied by the Department over financial risk and risk management is effective, efficient and transparent. However, deficiencies were noted in controls in certain areas as reported by the Internal Auditors.

In line with the PFMA and the guidelines from King III Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes.

From the various reports of the Internal Auditors it was noted that no further matters were reported that indicate material deficiencies in the system of internal control or any deviations. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

The following internal audit work was completed during the year under review:

- 2014/15 Annual Financial Statements
- 2015/16 Interim Financial Statements
- 2015/16 Quarterly Targets
- 2015/16 Dash Board
- 2015/16 MPAT
- 2015/16 Annual Performance Plan
- Asset Management
- Payroll Management
- 30 Days Payments to Suppliers
- Risk Management
- Performance Management Development System
- IT Security
- Tourism Management System
- Transfers
- Environmental Legislative Tools
- Fleet Management
- Work Skills Development Plan

The following were areas of concern:

- Regular reporting on transfer made to Service Provider.
- Evidence on quarterly targets achieved.
- Fleet management

Management is currently working towards resolving the above areas of concern.

## **In-Year Management and Monthly/Quarterly Report**

Quarterly Financial as well as Strategic Planning reports were submitted to Provincial as required by the PFMA. These reports were reviewed by the Audit Committee and recommendations were implemented to improve the usefulness of the reports.

**Evaluation of Financial Statements**

We reviewed the following during the period under review:

- The audited annual financial statements and information on the predetermined objectives in the annual report in conjunction with AG and the Accounting Officer,
- The AG's management report and responses thereto provided by management,
- The Department's compliance with legal and regulatory provisions and have made certain recommendations and
- The significant audit adjustment.

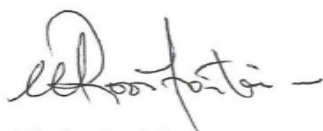
**Internal Audit**

External Quality Assurance Review on Internal Audit Activity was conducted in March 2016.

The Audit Committee is satisfied that the Internal Audit Function operated effectively during the year under review and that it has addressed the risks pertinent to the departments during its audit.

**Auditor General's Report**

The Audit Committee concurs and accepts AG's conclusions on the annual financial statements and is of the opinion that the financial statements must be read together with the report of the AG.



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**Mr W Rooifontein**  
**Chairperson of the Audit Committee**  
**Economic, Small Business Development, Tourism and Environmental Affairs**

**31 July 2016**



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## PART D: HUMAN RESOURCE MANAGEMENT

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## 1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

## 2. OVERVIEW OF HUMAN RESOURCES

The department has an approved organisational structure of 1627 posts of which 809 are funded. Eight hundred and eighteen unfunded (818) posts have been abolished on PERSAL. Six hundred and seventy seven (677) posts were filled as at 31 March 2016 (this is inclusive of 638 Permanent employees and 39 contract workers. Currently, the department has 10 Interns appointed for a period of 13 months and the contract of these Interns will be ending on 31 May 2016 and 30 November 2016. The vacancy rate is standing at 16.32% and although the department could not reduce the vacancy rate to below 10% as planned, the commitment of staff and their willingness to work overtime enabled the department to achieve most of its objectives.

- ***Human resource priorities for the year under review and the impact of these.***
  - 10 critical posts have been identified to be filled during the 2016/17 financial year. The department will have requisite skills in order to carry out its mandate.
  - To provide 10 training programmes in order to ensure a well-developed, competent workforce.
  - To provide a comprehensive employee health and wellness programme by offering treatment, care and support to the departmental employees and their families.
  - To maintain sound labour peace in order to have a well-disciplined workforce.
  - To ensure that the structure is aligned to the strategy so as to respond appropriately to the organisational mandates.
- ***Workforce planning and key strategies to attract and recruit a skilled and capable workforce.***

Scarce skills are needed in the fields of Economic Development and Environmental Management. With regard to Economic Development, there is a dire shortage of the requisite skills such as Industrial Economists. There is a shortage of Environmental Scientists under Environmental Management- these skills are available but there are no reserves. In order to recruit the requisite skills, bursaries will be allocated and career exhibitions will be held at various higher education institutions to recruit learners into these scarce skills. Training programmes will also be targeted at developing these skills internally.
- ***Employee performance management framework***

The Performance Management and Development System is in place in the department and is implemented and monitored as prescribed by provincial policies and national directives. Performance assessments for officials on salary levels 2-12 for the financial year 2014/15 were concluded and performance rewards and pay progression implemented. The department also concluded performance assessments for members of the SMS for the 2012/13 and 2013/14 that were outstanding. Eighty-eight percent (88%) of employees on salary levels 2-12 have performance plans in place and 100% of SMS members concluded their performance agreements for 2015/16 financial year.
- ***Employee wellness programmes***

Although the external service provider was not appointed, the EHWP Unit was able to attend to cases of HIV/AIDS, STIs TB, and Health Risk Assessment (HRA) through partnership with external stakeholders. Furthermore, the internal EHWP employees provided

departmental employees and their families with counselling and support. In promoting a healthy and productive workforce, health and wellness and Men's Health events were held. Youth engagement was held by the MEC with the youth within the department where they were taught in some topical issues, financial management and team building exercise were conducted for them. Currently, the department has an athletic club, choir, netball and soccer. The external service provider will be appointment during 2016/17 financial year to roll out a comprehensive EHWP.

- **Highlights/ achievements and challenges faced by the department, as well as future human resource plans /goals:**
  - **Highlight/ achievements:**
    - Appointment of 3 people with disabilities
    - Long Service Ceremony held.
    - Wellness Day event held.
  - **Challenges faced by the department:**
    - Inadequate training and compensation budget.
    - Filling of vacant and funded posts within the prescribed time-frames.
    - Delay in appointment of EHWP Service Provider

### 3. HUMAN RESOURCES OVERSIGHT STATISTICS

#### 3.1. Personnel related expenditure

The following tables summarise the final audited personnel related expenditure by programme and by salary bands. In particular, it provide an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, homeowner's allowances and medical aid.

*Table 3.1.1 Personnel expenditure by programme for the period 1 April 2015 and 31 March 2016*

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services Expenditure (R'000)	Personnel Expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	134 926	83 671	0	0	62	118
Environmental Affairs	122 442	26 415	0	0	21.6	37
Economic Development	139 019	94 220	0	0	67.8	133
Tourism	63 281	5 940	0	0	9.4	8
<b>TOTAL</b>	<b>459 668</b>	<b>210 245</b>	<b>0</b>	<b>0</b>	<b>45.7</b>	<b>297</b>

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**Table 3.1.2 Personnel costs by salary band for the period 1 April 2015 and 31 March 2016**

Salary band	Personnel Expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	10 959	4.9	84	130 464
Skilled (level 3-5)	41 447	18.4	247	167 802
Highly skilled production (levels 6-8)	56 285	25	177	317 994
Highly skilled supervision (levels 9-12)	59 947	26.6	99	605 525
Senior and Top management (levels 13-16)	31 513	14	31	1 016 548
Contract Workers	17 005	7.5	39	436 026
<b>Total</b>	<b>217 156</b>	<b>96.3</b>	<b>677</b>	<b>320 762</b>

**Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2015 and 31 March 2016**

Programme	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Administration	58 379	69.5	11		2 146		2 460	
Environmental Affairs	64 322	62.5	1 654	1.6	3 808	3.7	5 496	5.3
Economic Development	27 342	65.9	51		1 053		1 054	
Tourism	4 370	72.9	0	0	173	2.9	220	3.7
<b>TOTAL</b>	<b>154 413</b>	<b>68.5</b>	<b>1716</b>	<b>0.8</b>	<b>7 180</b>	<b>3.2</b>	<b>9 230</b>	<b>4.1</b>

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Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2015 and 31 March 2016

Salary band	Salaries		Overtime		Home Owners Allowance		Medical Aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	6 940	58.1	214	1.8	953	8	1 106	9.3
Skilled (level 3-5)	26 342	62.6	706	1.7	2 733	6.5	3 799	9
Highly skilled production (levels 6-8)	38 265	65.8	336	0.6	1 928	3.3	2 652	4.6
Highly skilled supervision (levels 9-12)	42 277	67.2	441	0.7	1 072	1.7	1 436	2.3
Senior management (level 13-16)	25 666	77.9	0	0	427	1.3	188	0.6
Contracts (Levels 1-2)	2 055	94.1	2	0.1	6	0.3	0	0
Contracts (Levels 3-5)	4 297	96.5	19	0.4	0	0	0	0
Contracts (Levels 6-8)	3 048	91	0	0	32	1	40	1.2
Contracts (Levels 9-12)	2 503	70.7	0	0	6	0.2	11	0.3
Contracts (Levels 13-16)	3 019	78.1	0	0	22	0.6	0	0
<b>Total</b>	<b>154412</b>	<b>68.5</b>	<b>1718</b>	<b>0.8</b>	<b>7179</b>	<b>3.2</b>	<b>9232</b>	<b>4.1</b>

### 3.2. Employment and Vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment.

This information is presented in terms of three key variables:

- programme
- salary band
- critical occupations

*Table 3.2.1 Employment and vacancies by programme as on 31 March 2016*

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	256	208	18.75	71
Environmental Affairs	445	345	22.47	25
Economic Development	90	69	23.33	45
Tourism	18	16	11.11	5
<b>Total</b>	<b>809</b>	<b>638</b>	<b>21.14</b>	<b>146</b>

*Table 3.2.2 Employment and vacancies by salary band as on 31 March 2016*

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled ( 1-2)	108	84	28.57	22
Skilled(3-5)	308	247	19.81	43
Highly skilled production (6-8)	208	177	14.90	53
Highly skilled supervision (9-12)	144	99	31.25	15
Senior management (13-16)	41	31	24.39	13
<b>Total</b>	<b>809</b>	<b>638</b>	<b>21.14</b>	<b>146</b>

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**Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2016**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Top Management (15-16)	3	3	0	1
Senior Management (13-14)	38	28	26.32	12
Middle Management & Professionals (11-12)	58	35	39.66	6
Junior Management & Supervisors (8-10)	142	111	21.83	18
Administrative Office Workers & related (5-7)	232	195	15.95	60
Elementary & Semi Skilled (1-4)	336	266	20.83	49
<b>Total</b>	<b>809</b>	<b>638</b>	<b>21.14</b>	<b>146</b>

### 3.3. Filling of SMS Posts

The tables in this section provide information on employment and vacancies as they relate to members of the Senior Management Service by salary level. They also provide information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

**Table 3.3.1 SMS post information as on 31 March 2016**

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	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	2	2	100	0	0
Salary Level 14	8	5	62.50	3	37.50
Salary Level 13	30	23	76.67	7	23.33
<b>Total</b>	<b>41</b>	<b>31</b>	<b>75.61</b>	<b>10</b>	<b>24.39</b>

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Table 3.3.2 SMS post information as on 30 September 2015

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	1	100	0	0
Salary Level 16	0	0	0	0	0
Salary Level 15	2	1	50	1	50
Salary Level 14	9	6	66.67	3	33.33
Salary Level 13	32	23	71.88	9	28.13
<b>Total</b>	<b>44</b>	<b>31</b>	<b>70.45</b>	<b>13</b>	<b>29.55</b>

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2015 and 31 March 2016

SMS Level	Advertising	Filling of Posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 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	1	1	1
Salary Level 13	1	1	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>

Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2015 and 31 March 2016

Reasons for vacancies not advertised within twelve months

NOT APPLICABLE.

Reasons for vacancies not filled within six months

Moratorium was placed on filling advertised posts.



Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2015 and 31 March 2016

<i>Reasons for vacancies not advertised within six months</i>
<i>Not applicable</i>

<i>Reasons for vacancies not filled within six months</i>
<i>Moratorium was placed on filling advertised posts.</i>

### 3.4. Job Evaluation

Within a nationally determined framework, executing authority may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2015 and 31 March 2016

Salary band	Number of posts on approved establishment	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded	Posts downgraded	Salary band	Number of posts on approved establishment
Lower Skilled (Levels 1-2)	108	0	0	0	0	0	108
Skilled (Levels 3-5)	308	2	1.8	0	0	0	308
Highly skilled production (Levels 6-8)	208	10	4.8	0	0	0	208
Highly skilled supervision (Levels 9-12)	144	14	9.7	0	0	0	144
Senior Management Service Band A	30	1	3.3	0	0	0	30
Senior Management Service Band B	8	1	12.5	0	0	0	8
Senior Management Service Band C	2	0	0	0	0	0	2
Senior Management Service Band D	1	0	0	0	0	0	1
<b>Total</b>	<b>809</b>	<b>28</b>	<b>3.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>809</b>

The following table provides a summary of the number of employees whose 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 and some of the posts upgraded could also be vacant.

**Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2015 and 31 March 2016**

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Employees with a disability	<b>0</b>
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The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

**Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2015 and 31 March 2016**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Director: Legal Services	1	13	14	Transfer with retention of salary level
Deputy Director: Asset and Disposal	1	11	12	Counteroffer
DD: Fleet & Auxiliary Services	1	11	12	Transfer with retention of salary level
Deputy Director: Forensic, IT and Environmental Audit	1	11	12	Job evaluation outcome
DD: HR Practices	1	11	12	Transfer with retention of salary level
ASD: Property Management	1	9	11	Transfer with retention of salary level
ASD: Lejweleputswa Service Centre	1	9	12	Transfer with retention of salary level
Environmental Officer Production Grade B	1	OSD Production	OSD control	Counteroffer
Strategic Planning Practitioner	1	7	9	Counteroffer
Trade Advisor: Lejweleputswa Service Centre	1	7	11	Transfer with retention of salary level
Procurement &	1	8	7	Transfer with

### 3.5. Employment Changes

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

*Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2015 and 31 March 2016*

Salary Band	Number of employees at beginning of period-April 2015	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled ( Levels 1-2)	82	11	5	6.10
Skilled (Levels3-5)	240	24	23	9.58
Highly skilled production (Levels 6-8)	174	21	19	10.92
Highly skilled supervision (Levels 9-12)	99	9	9	9.09
Senior Management Service Bands A	21	6	3	14.29
Senior Management Service Bands B	4	3	1	25
Senior Management Service Bands C	1	1	0	0
Senior Management Service Bands D	1	1	1	100
Contracts	57	30	5	8.77
<b>Total</b>	<b>679</b>	<b>106</b>	<b>66</b>	<b>9.72</b>

*Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2015 and 31 March 2016*

Critical Occupation	Number of employees at beginning of period-April 2015	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Top Management (15-16)	2	2	1	50.0
Senior Management (13-14)	25	9	4	16.0
Middle Management & Professionals (11-12)	39	5	9	23.08
Junior Management & Supervisors (8-10)	109	8	7	6.42
Administrative Office Workers & related (5-7)	183	31	15	8.20

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Contract Specialist				retention of salary level
Administration Clerk	2	5	6	Downgrading of post due to national benchmark
PMDS Practitioner	2	7	8	Transferred with retention of salary level
Labour Relations Officer	3	7	8	Downgrading of post due to national benchmark
Trade Advisor: BBBE	1	7	8	Transferred with retention of salary level
General Foreman	1	4	5	Transferred with retention of salary level
<b>Total number of employees whose salaries exceeded the level determined by job evaluation</b>				<b>20</b>
<b>Percentage of total employed</b>				<b>3.13%</b>

The following table summarises the beneficiaries of the above in terms of race, gender, and disability.

*Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2015 and 31 March 2016*

Gender	African	Asian	Coloured	White	Total
Female	6	0	0	1	7
Male	12	0	0	1	13
<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>20</b>

<b>Employees with a disability</b>					<b>0</b>
<b>Employees with a disability</b>	0	0	0	0	0

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Elementary & Semi Skilled (1-4)	264	51	25	9.47
<b>TOTAL</b>	<b>622</b>	<b>106</b>	<b>61</b>	<b>9.81</b>

The table below identifies the major reasons why staff left the department.

*Table 3.5.3 Reasons why staff left the department for the period 1 April 2015 and 31 March 2016*

Termination Type	Number	% of Total Resignations
Death	7	10.61
Resignation	15	22.73
Expiry of contract	5	7.58
Dismissal – operational changes	0	0
Dismissal – misconduct	7	10.61
Dismissal – inefficiency	0	0
Discharged due to ill-health	2	3.03
Retirement	17	25.76
Transfer to other Public Service Departments	13	19.70
Other	0	0
<b>Total</b>	<b>66</b>	<b>9.75</b>
<b>Total number of employees who left as a % of total employment</b>		<b>9.75</b>

*Table 3.5.4 Promotions by critical occupation for the period 1 April 2015 and 31 March 2016*

Occupation	Employees 1 April 2015	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
Top Management (15-16)	2	1	50	0	0
Senior Management (13-14)	25	1	40	10	40
Middle Management & Professionals (11-12)	39	0	0	16	41.03
Junior Management & Supervisors (8-10)	108	1	0.93	64	59.26
Administrative Office Workers & related (5-7)	184	1	0.54	122	66.30
Elementary & Semi Skilled (1-4)	264	0	0	214	81.06
<b>TOTAL</b>	<b>622</b>	<b>4</b>	<b>0.64</b>	<b>426</b>	<b>68.49</b>

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Table 3.5.5 Promotions by salary band for the period 1 April 2015 and 31 March 2016

Salary Band	Employees 1 April 2015	Promotions to another salary level	Salary bands promotions as a % 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)	82	0	0	58	70.73
Skilled (Levels 3-5)	240	1	1.01	200	83.33
Highly skilled production (Levels 6-8)	174	0	0	96	55.17
Highly skilled supervision (Levels 9-12)	99	1	1.01	62	62.63
Senior Management (Level 13-16)	27	2	7.41	10	37.04
<b>Total</b>	<b>622</b>	<b>5</b>	<b>0.64</b>	<b>426</b>	<b>68.49</b>

### 3.6. Employment Equity

Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2016

Occupational category	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	34	1	0	5	22	0	1	0	63
Professionals	1	0	0	2	0	0	0	1	4
Technicians and associate professionals	35	3	0	32	34	0	0	7	111
Clerks	79	2	0	5	95	2	0	12	195
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	170	11	0	5	76	4	0	0	266
<b>Total</b>	<b>319</b>	<b>17</b>	<b>0</b>	<b>49</b>	<b>227</b>	<b>6</b>	<b>1</b>	<b>20</b>	<b>639</b>
<b>Employees with disabilities</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>

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Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2016

Occupational Band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	1	0	1	0	3
Senior Management	16	0	0	2	10	0	0	0	28
Professionally qualified and experienced specialists and mid-management	17	1	0	5	11	0	0	1	35
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	81	3	0	35	83	0	0	16	218
Semi-skilled and discretionary decision making	45	2	0	2	48	2	0	3	102
Unskilled and defined decision making	158	11	0	5	74	4	0	0	252
<b>Total</b>	<b>318</b>	<b>8</b>	<b>0</b>	<b>56</b>	<b>194</b>	<b>7</b>	<b>0</b>	<b>27</b>	<b>638</b>
<b>Employees with disabilities</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>

Table 3.6.3 Recruitment for the period 1 April 2015 and 31 March 2016

Occupational Band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	3	0	0	0	2	0	0	0	5
Professionally qualified and experienced specialists and mid-management	1	0	0	0	2	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	7	1	0	0	8	0	0	0	16
Semi-skilled and discretionary decision making	6	0	0	0	11	0	0	0	17
Unskilled and defined decision making	6	9	0	1	9	0	0	0	25
<b>Total</b>	<b>23</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>
<b>Employees with disabilities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>

Table 3.6.4 Promotions for the period 1 April 2015 and 31 March 2016

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	0	0	0	0	0	0	1	0	1
Senior Management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 3.6.5 Terminations for the period 1 April 2015 and 31 March 2016

Occupational Band	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	2	0	0	0	1	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	0	3	5	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	7	1	0	1	7	0	0	3	19
Semi-skilled and discretionary decision making	4	0	0	0	3	0	0	0	7
Unskilled and defined decision making	17	0	0	0	6	0	0	1	24
<b>Total</b>	<b>33</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>64</b>
<b>Employees with Disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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*Table 3.6.6 Disciplinary action for the period 1 April 2015 and 31 March 2016*

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Written warning	0	0	0	0	0	0	0	0	0
Final Written warning	2	0	0	0	0	0	0	0	2

*Table 3.6.7 Skills development for the period 1 April 2015 to 31 March 2016*

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	7		0		5	0	0	0	12
Professionals	5	0	0	0	6	0	0	0	11
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	39	0	0	0	53	0	0	6	98
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	12	0	0	0	3	0	0	0	14
<b>Total</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>136</b>
<b>Employees with disabilities</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>

### 3.7. Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented here.

*Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 March 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	1	1	3.125
Salary Level 16	0	0	0	0
Salary Level 15	2	2	2	6.25 %

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Salary Level 14	8	5	4	12.5%
Salary Level 13	31	24	24	75 %
<b>Total</b>	<b>42</b>	<b>32</b>	<b>31</b>	<b>96 %</b>

Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2016

Reasons
The SMS member whose performance agreement was not submitted was only appointed on 01 March 2016

Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance agreements as on 31 March 2016

Reasons
NONE

### 3.8. Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, disability, salary bands and critical occupations.

Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2013 and 31 March 2014

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee
<b>African</b>	268	529		2259	
Male	140	350	43 %	1167	8335
Female	128	189	72 %	1092	8531
<b>Asian</b>	0	0			
Male	0	0	0	0	0
Female	0	0	0	0	0
<b>Coloured</b>	7	15			
Male	3	8	75%	61	20333
Female	4	7	80 %	25	6250
<b>White</b>	41	83			
Male	37	55	74 %	617	16675
Female	14	27	60.8%	136	9714
<b>Total</b>	<b>326</b>	<b>620</b>	<b>56.2 %</b>	<b>3098</b>	<b>9503</b>